









## 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.	✓	100%
	Work with public sector partners to maximise occupancy within Council premises	01-Apr-2014 Limited progress made with co-location with the police, however wider regeneration discussions underway with partners.	✓	100%
	Use Council assets to contribute to wider regeneration aspirations	01-Apr-2014 Work is continuing to progress to support regeneration within the Town.	✓	100%
Economic growth and town centre regeneration	Gungate and spinning school lane re-development opportunities	06-May-2014 This project is a multi year project and will run over into next years 2014/15 plan	✓	100%
	Anker valley and housing developments	06-May-2014 A planning application for Anker Valley has been received and is being discussed in regards to the infrastructure requirements alongside the Browns Lane application and the potential for further applications to the north of Tamworth. This project will continue into 2014/15	✓	100%

















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	Gateways improvements	06-May-2014 Significant improvements have been made to date and further improvements are planned including the potential for a second exit from phase 1. A multi million pound bid has been submitted to the DFT and LEP to fund the pedestrian and wider linkage works. This action will carry over into 2014/15		
	New Enterprise centre – link to Cultural Qtr	06-May-2014 Created In Tamworth has had a major positive impact and is delivering well. The Phil Dix Centre has been costed up as a site for a new incubation unit as part of the Creative Quarter Project and an ERDF bid is being looked at alongside the wider LEP bids for the Creative Quarter.  Consultation with Phil Dix Centre tenants has been started and conversations about the links to the relocation of tenant into Marmion House are ongoing. This project will carry over into the next year 2014/15		
	Empty shop and employment units – supporting them back into use	06-May-2014 Ankerside and the Peer group are promoting their empty units more effectively and indicate increased interest.  'Created In Tamworth' is having a positive catalytic effect and additional creative type independent retailers have opened in that area.		








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	Business advice and start up support	<p>06-May-2014 The Tamworth 4 Business support service procured via the Tamworth Strategic Partnership has come to an end of its two year contract and either met, or in most cases, exceeded its delivery outputs in terms of business and individuals assisted. The exception was in the area of Strategic Reviews, which proved a hard sell to the local business community.</p> <p>The new two year 'Support 4 Tamworth' service bringing together support for both businesses and voluntary and community organisations is currently getting under way, delivered by BDS Ltd. in partnership with Support Staffordshire.</p> <p>The council continues to directly support the delivery of the two ERDF funded business support programmes delivered by the Greater Birmingham Local Enterprise Partnership, namely the Business Support Programme, which has delivered seven grants of between £10,000-£15,000 to local growing businesses with more in the pipeline, as well as offered places to 2 local businesses on the Great 200 Leaders coaching programme.</p> <p>In addition, we continue to promote, via the</p>		

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		BEP, the ever widening array of other business grants and finance schemes available across the two LEP areas and are contributing significantly to the development of the two LEP based growth hubs to better coordinate and signpost to the support offer to local businesses in the future.		
	Employability and skills support	<p>06-May-2014 the local employment figures are generally very positive and work to support those with barriers to work is ongoing.</p> <p>The employment action group is developing and sharing resources and delivering activity. This action will be part of the service delivery plans for Economic Development and Community Development in 2014/15</p>	✔	100%
	Place marketing and promotion	<p>06-May-2014 The Place and Destination Tamworth groups have been merged successfully and the Destination Tamworth group is delivering a range of new actions to support Tamworth as a destination. This includes a new loyalty card, improved web and social media, the partnership with findabiz etc.</p> <p>The new visitor economy strategy at a LEP level is in its final stages and our local activity dovetails neatly with this emerging strategy.</p>	✔	100%








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	Transport and highways improvements	06-May-2014 Pinch Point works have started – Influence on County and LEP transport agenda with works to key junctions on A5 planned. LTSF bid submitted as part of the work on the Gateways project.		
	Heritage product development and promotion	06-May-2014 The Mercian Trail Partnership has developed additional resources and activities in relation to the Hoard.  Capacity to progress the Castle top floor project has been found and a concept developed for potential funding bids to the Heritage Lottery Fund or as part of a request for funds from the Council. Visitors to the Castle are positive following the Heritage Lottery Fund project and Hoard display.		
Cultural Quarter Project	Specific project plans showing milestones	06-May-2014 A revised final design for the Assembly Rooms is being worked up. The design has proved problematic due to the costs associated with meeting our outcomes in an old building.  A Heritage Lottery Fund bid is due to be submitted in June 2014, ahead of a Cabinet Report to consider the match funding issues and Creative Quarter costs.  Work to assess the wider economic benefits of		










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		<p>the Creative Quarter is being secured and the revised revenue implications of the overall scheme are being assessed.</p> <p>Consultation has started with users of the Phil Dix Centre and Carnegie Centre ahead of planning applications in the summer.</p>		
Revised Local Plan	The approval of a revised document by Full Council for submission to the Secretary of State	06-May-2014 Progress on the Local Plan is good with extensive public consultation underway ahead of a report following the consultation to submit in July 2014. Delays in the publication of ONS population data from the census might yet cause a further delay in the programme. This project will cross over into the next financial year		
	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			
Allocations Policy and Homelessness Strategy	Complete consultation regarding the proposed new allocations policy	16-Jan-2014 Completed		
	Review social lettings pilot	17-Jan-2014 The review is now complete.		
	Review of Homelessness Strategy Complete	08-May-2014 The timetable of this review is influenced by the current service review being undertaken. A report will go to Cabinet in the Summer of 2014 for implementation.		
Tinkers Green and Kerria Area Regeneration	Complete assessment of delivery vehicles and explore potential for SPV model for Tamworth	08-May-2014 The assessment is complete and was reported to Cabinet in March 2014.		
	Appoint Development Consultants	23-Apr-2014 GVA appointed, Cabinet approved 2014. Consultancy work now part of delivery project plan held elsewhere on covalent		
	Agree decommissioning proposals	23-Apr-2014 Cabinet approved regeneration update 13/3/14 including decant arrangements. 3-year plan approved with Tinkers Green in year 1&2 with Kerria in year 3. Detail for decant work stream picked up on new work stream		
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		

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		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	08-May-2014 This will be developed in line with Local Plan Policy Development		<div style="border: 1px solid black; background-color: #e0e0e0; width: 100px; height: 15px; position: relative;"><div style="background-color: #4f81bd; width: 75%;"></div><span style="position: absolute; right: 5px; top: -5px;">75%</span></div>
	Development of delivery vehicle proposals	08-May-2014 Special Purpose Vehicle considered and outcome reported to Cabinet.		<div style="border: 1px solid black; background-color: #e0e0e0; width: 100px; height: 15px; position: relative;"><div style="background-color: #4f81bd; width: 100%;"></div><span style="position: absolute; right: 5px; top: -5px;">100%</span></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; width: 100px; height: 15px; position: relative;"><div style="background-color: #4f81bd; width: 100%;"></div><span style="position: absolute; right: 5px; top: -5px;">100%</span></div>
	Update financial model	23-Apr-2014 Reported to Cabinet 13/3/14 and approved. TCG and tenants Conference featured.		<div style="border: 1px solid black; background-color: #e0e0e0; width: 100px; height: 15px; position: relative;"><div style="background-color: #4f81bd; width: 100%;"></div><span style="position: absolute; right: 5px; top: -5px;">100%</span></div>
	Develop proposals to support delivery of town centre housing strategy and increasing the number of affordable homes	23-Apr-2014 Development of Town Centre Strategy is part of the Healthier Housing Strategy and included on SP work plan for new year 2014/15		<div style="border: 1px solid black; background-color: #e0e0e0; width: 100px; height: 15px; position: relative;"><div style="background-color: #4f81bd; width: 100%;"></div><span style="position: absolute; right: 5px; top: -5px;">100%</span></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; width: 100px; height: 15px; position: relative;"><div style="background-color: #4f81bd; width: 100%;"></div><span style="position: absolute; right: 5px; top: -5px;">100%</span></div>
	Second focussed needs and assets evaluation- Healthy Lifestyles	08-May-2014 Included in Healthy Tamworth initiative.		<div style="border: 1px solid black; background-color: #e0e0e0; width: 100px; height: 15px; position: relative;"><div style="background-color: #4f81bd; width: 100%;"></div><span style="position: absolute; right: 5px; top: -5px;">100%</span></div>












Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Updated eJSNA published and commissioning plan communicated	08-May-2014 Proposals developed for locality commissioning		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; display: inline-block;">53%</div>
Healthy Tamworth	Complete registration with Healthy Cities network			<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; display: inline-block;">100%</div>
	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; background-color: #e0e0e0; padding: 2px; display: inline-block;">100%</div>
	Commencement of targeted promotional activity	08-May-2014 A number of targeted activities occurred in January 2014. These included a Tamworth COOP event and a Healthy Tamworth workshop. Other activities have included the 'Workplace Walking Challenge' and healthy eating initiatives.		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; display: inline-block;">100%</div>
Individual Electoral Registration	Grant allocations made by Cabinet Office for first year of transitional activity.			<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; display: inline-block;">53%</div>
	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 revised performance standards framework for the transition to IER Grant monies to be paid to EROs by Cabinet			




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	<p>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 Publication of revised register.</p> <p>Publication of revised register</p> <p>EROs to conduct delayed 2013 canvass period. Information to be published to keep public informed</p>		<p></p> <p></p> <p></p> <p></p> <p></p>	
Elections 2013				
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		

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		and two sessions have now taken place. The constitution will be approved at the next Council on 10th September 2013.		
	Implementation review with stakeholders input on operability	06-May-2014 meeting arranged with Declan Hall in June to take forward review and implementation Only 4 members fell below 75% attendance it is intended now to role out encouragements for members to attend training		
Scheme of Delegation - Annual Review	Review Scheme of Delegation presented to Council for approval	30-Aug-2013 Approved by Council		
	Implementation review with stakeholders on operation of document	06-May-2014 following audit recommendations and reports to CMT on the operation of Scheme of Delegation it has been decided to 1. Introduce Scheme of Delegation reports on MOD.GOV. Reports will commence on the system form June 2014 2. Review the Scheme of Delegation and revert to higher officer level delegation other officers delegations contained in service tables.		













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	01-Apr-2014 In receipt of final documentation this will now enable the matter of land ownership to be proven.		<div style="width: 90%;"><div style="width: 90%; background-color: #4f81bd; color: white; text-align: center;">90%</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	01-Apr-2014 the recycling rate is maintaining its previous levels		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</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: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>
	Air Quality Improved	01-Apr-2014 March data will not be available until the end of April.		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>
	All Licensing applications processed in a timely fashion	01-Apr-2014 All applications have been progressed within guidelines		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>
	A reduction in workplace accident investigations	06-May-2014 No incidents reported for investigation in quarter 4		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>
	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,		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		however residents still receive an appropriate response		
Building Resilience in Families and Communities	National Troubled Families agenda	06-May-2014 The co-location is being implemented in May 2014 and will result in closer working between teams. The BRCF Tamworth scheme is still performing well and preparing for the next cohort. Additional resources for the FIP team are being progressed with employment advice being purchased and Tamworth Borough Council considering closer alignment of its Anti Social Behaviour service. This project will carry over into 2014/15.		<div style="border: 1px solid black; background-color: #d9e1f2; padding: 2px; display: inline-block;">100%</div>
Revised Local Plan	The approval of a revised document by Full Council for submission to the Secretary of State	06-May-2014 Progress on the Local Plan is good with extensive public consultation underway ahead of a report following the consultation to submit in July 2014. Delays in the publication of ONS population data from the census might yet cause a further delay in the programme. This project will cross over into the next financial year		<div style="border: 1px solid black; background-color: #d9e1f2; padding: 2px; display: inline-block;">100%</div>
	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		<div style="border: 1px solid black; background-color: #d9e1f2; padding: 2px; display: inline-block;">100%</div>

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		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		✓	100%
Allocations Policy and Homelessness Strategy	Complete consultation regarding the proposed new allocations policy	16-Jan-2014 Completed	✓	100%
	Review social lettings pilot	17-Jan-2014 The review is now complete.	✓	100%
	Review of Homelessness Strategy Complete	08-May-2014 The timetable of this review is influenced by the current service review being undertaken. A report will go to Cabinet in the Summer of 2014 for implementation.	▶	90%
Tinkers Green and Kerria Area Regeneration	Complete assessment of delivery vehicles and explore potential for SPV model for Tamworth	08-May-2014 The assessment is complete and was reported to Cabinet in March 2014.	✓	100%
	Appoint Development Consultants	23-Apr-2014 GVA appointed, Cabinet approved 2014. Consultancy work now part of delivery project plan held elsewhere on covalent	✓	100%
	Agree decommissioning proposals	23-Apr-2014 Cabinet approved regeneration update 13/3/14 including decant arrangements. 3-year plan approved with Tinkers Green in year 1&2 with Kerria in year 3.	✓	100%


Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		Detail for decant work stream picked up on new work stream		
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.		
	Agree strategic principals in line with emerging supplementary planning guidance for the delivery of a balanced housing market in the Town centre	08-May-2014 This will be developed in line with Local Plan Policy Development		
	Development of delivery vehicle proposals	08-May-2014 Special Purpose Vehicle considered and outcome reported to Cabinet.		
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.		
	Update financial model	23-Apr-2014 Reported to Cabinet 13/3/14 and approved. TCG and tenants Conference featured.		
	Develop proposals to support delivery of town centre housing strategy and increasing the number of affordable homes	23-Apr-2014 Development of Town Centre Strategy is part of the Healthier Housing Strategy and included on SP work plan for new year 2014/15		



Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
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.	✓	
	Second focussed needs and assets evaluation- Healthy Lifestyles	08-May-2014 Included in Healthy Tamworth initiative.	✓	
	Updated eJSNA published and commissioning plan communicated	08-May-2014 Proposals developed for locality commissioning	▶	
Healthy Tamworth	Complete registration with Healthy Cities network		✓	
	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	08-May-2014 A number of targeted activities occurred in January 2014. These included a Tamworth COOP event and a Healthy Tamworth workshop. Other activities have included the 'Workplace Walking Challenge' and healthy eating initiatives.	✓	




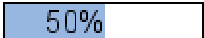















Corporate Priority

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
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><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>	08-May-2014 Provisional Outturn financial healthcheck to be reported to CMT May / Cabinet June 2014	<i>See Finance Service Key Performance Indicator Section for details</i>	<i>See Finance Service Key Performance Indicator Section for details</i>
To complete the Final Accounts process with an unqualified audit opinion	<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>Number of</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		<i>See Finance Service Key Performance Indicator Section for details</i>











Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	material final account audit adjustments			
Budget / Council Tax Setting Key Budget milestones completed in line with the agreed timetable	Budget / Council Tax Setting Key Budget milestones completed in line with the agreed timetable	All milestones completed		
Maximisation of income/collection Council Tax, Non-Domestic Rates, Debtors and Mortgages. Improved cash flow and local collection targets achieved.	<i>See Finance Service Key Performance Indicator Section for details</i> Percentage of Non-domestic Rates Collected % of Council Tax collected Debtors current year collection	06-May-2014 Exceptional collection performance achieved for the year, in challenging times:  <u>Council Tax</u>  Current year collection target exceeded at 97.6% (target 97.5%)  <u>NNDR</u>  Current year collection target exceeded at 98.5% (target 98%)  <u>Debtors</u>  Current year collection of 94.9% achieved compared to target of 95%	<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 &	<i>See Finance Service Key Performance Indicator Section for details</i>	06-May-2014 Monthly monitoring template commissioned by CMT in place since April 2013. Update reported to CMT October 2013 &	<i>See Finance Service Key Performance</i>	<i>See Finance Service Key Performance Indicator Section for details</i>










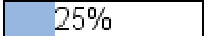










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recovery of Council Tax (e.g. Local Council Tax Reduction, Universal Credits, Changes to Non-Dependant Allowances)	% of Council Tax collected	February 2014 with update planned for May 2014 – no major adverse effects reported to date.	<i>Indicator Section for details</i>	
Monitoring of arrangements for localisation of Non-domestic rates (including financial implications for the Council & potential NNDR Safety Net claim)	<i>See Finance Service Key Performance Indicator Section for details</i> Percentage of Non-domestic Rates Collected	06-May-2014 Following Business Rates reform / localisation, additional monitoring has been put in place since April 2013. Achieved collection level of 98.5% ahead of target of 98%	<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.		
	More involvement/support from Cabinet	14-Jan-2014 combine this action with implementation review of constitution		
	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.		
	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.		

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	Regular cross committee working	06-May-2014 despite committee agreement to cross committee operation it did not take place to any great extent. There may be more opportunity in the next municipal year to operate on this basis.		<input type="text" value="50%"/>
Review of Members Allowances	New Allowance Structure Introduced			<input type="text" value="100%"/>
	Review of Structure			<input type="text" value="0%"/>
	Further review based on outcomes of Allowance	30-Aug-2013 This will start in January 2014		<input type="text" value="59%"/>
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.		<input type="text" value="85%"/>
	Job Descriptions for Members	30-Aug-2013 Contained in the new Constitution to be approved by Council on 10th September 2013.		<input type="text" value="100%"/>
	Additional training for Members - throughout municipal year	06-May-2014 training completed as agreed for the last financial year. Going into next year more training has been arranged.		<input type="text" value="100%"/>
	Feedback from peers/review	06-May-2014 feedback on members training has been added to the Chief Executive's development portfolio. Thus training will be highlighted and promoted more by officers and political groups		<input type="text" value="100%"/>
Land Charges	Confirmed earlier submission to DCLG			<input type="text" value="100%"/>











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	Meeting London to discuss next steps		✓	100%
	Land Registry operating pilot project in Liverpool and other authorities	14-Jan-2014 consultation commenced by government on land registry project January 2014	✓	100%
	Outcome of pilot project (roll out?)	06-May-2014 pilot project being rolled forward into next year 14/15 progress updates will be available as matters proceed	✓	100%
	DCLG approaching government for new burdens process/contribution to claim	14-Jan-2014 no update on progress from Bevan Brittan on this matter	▶	40%
	Collation of data relevant to searches and companies associated with it	14-Jan-2014 data submitted 30/12/13	✓	100%
Legal services review	Meetings and discussions arranged to identify legal requirements of services		✓	100%
	Spending on legal services identified		✓	100%
	Savings/methods of instruction	27-Jan-2014 Reported to CMT November 2013	✓	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.	✓	100%
	Implementation of Legal services review	06-May-2014 legal services review completed and actions taken to implement	✓	100%
Member Standards	Monitor Member complaints	27-Jan-2014 Continued monitoring takes place.	✓	100%
	Monitoring Officer engage with Members, initiate discussion, provide		✓	100%

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	formal guidance and support			
	Report formal action to Audit & Governance Committee			<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div>
Civic Representation				<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div>
Delivery of Organisational Development Strategy	Implementation of Agile Working option phase 1	27-Jan-2014 Staff commenced working from the newly equipped 7th floor of Marmion House in January 2014.		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div>
	Implementation of new systems including hr/payroll/EDRMS/WM Jobs Portal	30-Oct-2013 No progress with EDRMS due to outstanding issues with corporate contract 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.		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">66%</div>
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; width: 100px; height: 15px; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div>
	New performance framework for customer service delivery	27-May-2013 The new strategy is being developed and is in consultation with CMT and		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">0%</div>

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		will be further developed in 2014/15.		
	Implementation of a new web site	27-Jan-2014 New website launched 16th December 2013		
	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		
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 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 Tamworth Listens 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.		

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Review, amend and commence replacement / upgrade of infrastructure, (including technology, telephony, mobile capacity, premises and service enabling systems (website, EDRMS, CRM))	08-May-2014 All technology implemented. New telephony installed on agile working floor. EDRMS is on target.		
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		
	Replacement Print Fleet	08-May-2014 ITT is out. Clarification meetings have been held with two providers. On target for September 2014 completion.		
	Replacement SUN Box	15-Jan-2014 Now completed		
	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.		
Comply with legal and best practise obligations	Compliance with Government Code of Connection	15-Jan-2014 Completed		
	Development of Publication Scheme	08-May-2014 All analysis and ground work has now been done.		
	Development of Records Management Policies and Guidance	08-May-2014 This is on the Council agenda for the beginning of June 2014.		



Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
	Network and Log Event Management Implementation	08-May-2014 Reviewed the tools that are available but there is currently no resource to procure these. This will be revisited next financial year		<input type="text" value="50%"/>
	Penetration Testing	08-May-2014 A provider has been chosen. Work is currently ongoing and implementation will now be the end of June 2014.		<input type="text" value="75%"/>
	Process review and automation for FOIA Requests	08-May-2014 It is doubtful funds will ever be able to support this.		<input type="text" value="0%"/>
	Training and awareness in key areas for Data Protection and Freedom of Information	08-May-2014 Training material has been produced and tested at East Staffordshire Council. This has been carried over into 2014/15.		<input type="text" value="20%"/>
	Transition to new version of ISO20000	16-Jan-2014 Action completed.		<input type="text" value="100%"/>
Ensure an appropriate, tested and robust response to Business Continuity and Civil Contingencies	Co-Ordination of service level Business Continuity Plans	08-May-2014 Business impact assessments have now been completed for most services. This has been carried forward into 2014/15		<input type="text" value="20%"/>
	Desktop exercises	08-May-2014 No progress. This has been carried forward into 2014/15		<input type="text" value="0%"/>
	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		<input type="text" value="50%"/>
	Schedule of no notice tests			<input type="text" value="0%"/>
	Training within Civil Contingencies catalogue	08-May-2014 Training needs analysis now completed. This has gone to the Civil		<input type="text" value="25%"/>

Corporate Project/Programme	Milestone/Measure of Success	Latest Note	Status of Milestone/Measure of Success	Progress of Milestone/Measure of Success
		Contingencies Unit. About four training assessments have been requested and this will be done in 2014/15.		

## 2. Key Service Performance Indicators


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







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#### 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	2013/14	Yes		06-May-2014 Air Quality Management Area (AMQA) is in the process of being designated.
LPI_A&E_KPI002 Work with	✔	Yes	2013/14	Yes		06-May-2014 Work still underway with public sector partners. There

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
other public sector organisations to offer co-location in strategic council premises						has been increased co-location with Staffordshire County Council and the Community Safety Hub.
LPI_A&E_KPI003 Deliver 100% of the Housing Capital Programme		100%	2013/14	100%		

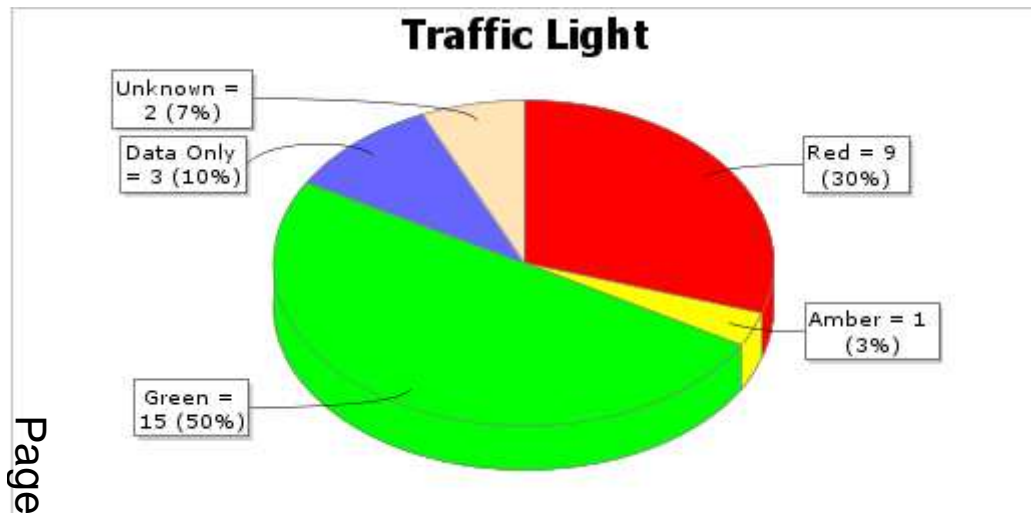
**Environmental Health & Regulatory Services**

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
PI_EHRS001 The number of 0 and 2 star rated businesses		52	2013/14			06-May-2014 Comprising rising of 4 x 0 star, 33 x 1 star and 15 x 2 star source: ratemyplace**
PI_EHRS003 The annual percentage of planned high risk inspections undertaken		100%	2013/14	100%		

**Waste Management**

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
NI 192 Percentage of household waste sent for reuse, recycling and composting (Tamworth)		53.70%	2013/14	52.80%		14-Apr-2014 Subject to change as have not received all data from reprocessors and Staffs CC



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













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### Community Development

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CEPCDCD001am The number of partners delivering services in response to agreed issues - Amington		27	2013/14	30		29-Apr-2014 + 3 = <i>urban arts, sync dance, NRG</i>
LPI_CEPCDCD001bg The number of partners delivering services in response to agreed issues - Belgrave		33	2013/14	30		16-Apr-2014 Mears have donated some boards to assist in the delivery of some block paving and have expressed their interest in supporting the community growing and health project in the future.
LPI_CEPCDCD001gl The number of partners		19	2013/14	30		07-May-2014 CDO left in October leading to a reduced capacity to engage and involve local people and partners.

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
delivering services in response to agreed issues- Glascote						An amended monitoring process will be needed in this area in the absence of a designated CDO for the locality.
LPI_CEPDCD001st The number of partners delivering services in response to agreed issues - Stonydelph		39	2013/14	30		02-Apr-2014 Sharon Fox Cancer Centre Girls Guide Princes Trust SureStart Waist Line Youth Service Neighbourhood Watch



**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_023 Total Pay and Play rounds - 9 hole (Tamworth Golf Course)		5,742	2013/14			
LPI_CPP_GOLF_024 Total Pay and Play rounds - 18 hole (Tamworth Golf Course)		5,229	2013/14			
LPI_CPP_GOLF_025 Total Membership (Tamworth Golf Course)		229	September 2013			
LPI_CSPCDCLAR003 Total Attendance Overall - Assembly Rooms		25,883	2013/14	36,117		09-May-2014 Low figures due to reduced events due to economic situation and longer closure periods due to repairs.
LPI_CSPCDCLAR015 Customer Satisfaction - Assembly Rooms		98%	March 2014	97.2%		
LPI_CSPDCLOE001 Visitor Numbers (Outdoor Events)		89,700	2013/14			







PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CSPDCLOE002 Overall Satisfaction Rate "Good to Excellent" (Outdoor Events)		99%	Q3 2013/14			
LPI_CSPCDCLTC002 Total Number of visits/usages - Tamworth Castle		43,037	2013/14	48,000		
LPI_CSPCDCLTC020 Trip Advisor Rating - Tamworth Castle		4.5	2012/13	4.5		
LPI_PCPCLO01 Total 16+ attending organised activity across the Borough		143,577	2013/14	130,000		
LPI_PCPCLO02 Total under 16 attending organised activity across the Borough		110,407	2013/14	100,000		

## Community Safety







PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CSPDCDCS001 Burglary Dwelling		182	2013/14	204		
LPI_CSPDCDCS008 Incidents of Anti-Social Behaviour		1,916	2013/14	2,198		
LPI_CSPDCDCS011 Serious Violence		52	2013/14	32		09-May-2014 The increase in serious violence from 33 offences to 52 is substantial in percentage terms but the low numbers concerned affect this.
LPI_CSPDCDCS011a Less Serious Violence		489	2013/14	558		09-May-2014 There has been a reduction of less serious violence from 520 to 489. One factor with this offence is where there is a group causing violence with another group it can result in multiple serious violence offences being recorded out of the one incident. It is pleasing to see the reduction in the overall violence figure but it is a concern in the increase in serious offences.
LPI_CSPDCDCS012 Serious Acquisitive Crime		442	2013/14	525		

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CSPDCS018 Violence with injury		541	2013/14	590		

### 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)		61.53%	2013/14	60.00%		
BV109b NI 157b Processing of planning applications: Minor applications (Tamworth)		78.26%	2013/14	65.00%		
BV109c NI 157c Processing of planning applications: Other applications (Tamworth)		96.92%	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%	Q4 2013/14	2.8%		22-Apr-2014 851 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		8.7%	Q4 2013/14	9.5%		
LPI_CPPSPDED007 Percentage change in		-1%	Q4 2013/14	1%		



PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
rateable value of commercial buildings						

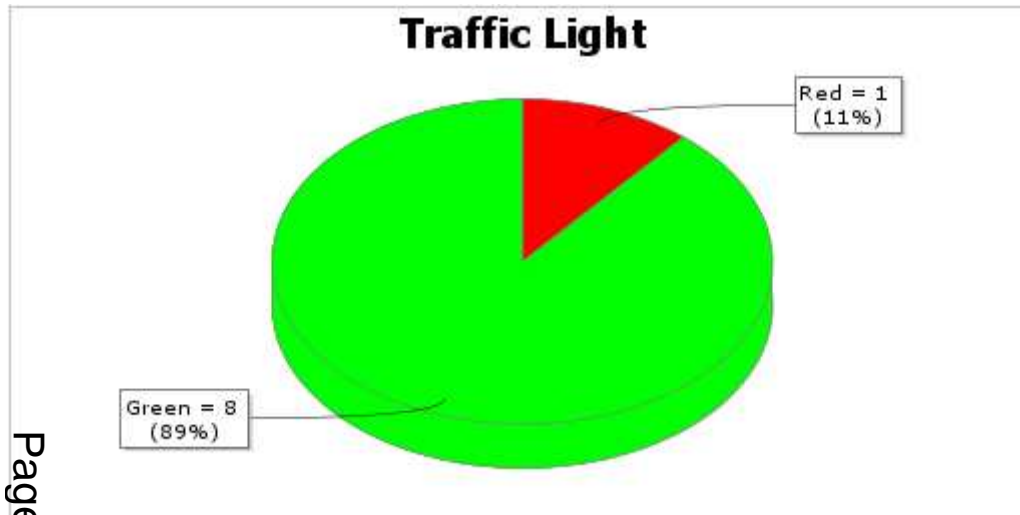
### Strategic Planning and Development

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
Page 37 NI 151 SP1_1d_003 The occupancy levels of Town centre retail outlets		87%	Q4 2013/14	91%		29-Apr-2014 There are 40 vacant units within the town centre boundary; this gives an occupancy rate of 87%. A substantial increase of 5%, or 16 more units now occupied. The vacancy rate has increased substantially and is on a trajectory to return to the target of 91% occupancy. A breakdown of use classes across the town centre is listed below:  A1 146 A2 49 A3 21 A4 13 A5 11 B1 1 C1 3 C3 1 D1 6 D2 0 Sui generis 9 Vacant 40
NI 154 Net additional homes provided (Tamworth)		50	2013/14	216		14-May-2014 Completions for the year 2013/14 are 50 units. This marks the 3rd year in a row of falling total completions across the Borough. The Council's role in providing new homes is setting the right environment for house building by producing an up to date and sound Local Plan and the approval planning applications for sustainable development.  Without the availability of large housing allocations it can be difficult to bring forward large amounts of additional housing. The current supply within Tamworth is predominantly made up of small application sites; the only remaining large site is Anker Valley, which is currently in with Development Management as a planning

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
						<p>application. Without a constant supply of larger sites there will be peaks and slumps of completions.</p> <p>Despite the set back of withdrawing the Local Plan from examination in 2013, good progress has been made in the new draft Local Plan. A wider range of large allocations have been proposed and smaller sites within the urban area are also being proposed for allocation. The Local Plan will be specific to the supply of housing within the borough for the next 15 years.</p> <p>Planning &amp; Regeneration will continue to work with the development industry in a productive manner to bring forward more housing within Tamworth.</p> <p>Despite the low completion rate, there still remains a supply of smaller applications sites; however progress by the house building industry has been slowed to bring forward these applications to completion.</p>
NI 155 Number of affordable homes delivered (Gross) (Tamworth)		0	Q3 2013/14	37		28-Feb-2014 Housing completions not monitored in this quarter. Insufficient time - new team and priority is Local Plan. However full site visit monitoring will take place for Q4 which will pick up all completions for 2013/14.

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## Finance Key Service Performance Indicators 2013/14



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### Corporate Finance

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_AAV_002 Achievement of an unqualified audit opinion on the financial statements		Yes	2012/13	Yes		
LPI_RDCF001 Spending maintained within approved budget and without significant underspends		-7.12%	March 2014	-5%		27-May-2014 The main reasons for the underspend relate mainly to: a The main reasons for the underspend relate mainly to: a) planned 'quick win' savings identified of £173k; b) savings in joint waste arrangement costs, £155k; c) planned unspent contingency of £150k; d) Additional Planning applications income of £101k;

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
						e) Additional Council tax court costs of £94k; f) Salary savings from posts held vacant of £85k; g) Write back of unused reserves, £56k h) Increased car park income of £49k. i) Legal fees from increased conveyancing & right to buy sales of £40k; j) Commercial property rents of £39k (backdated rent due); and k) Civil parking enforcement – £28k, offset by: l) Cost of the levy payment of £355k under the new Business Rates Retention scheme.
LPI_RDCF002 Number of material final account audit adjustments		0	2012/13	0	▬	
LPI_RDCF025 Ledgers closed down within 5 working days of period end		1.33	2013/14	5	↑	
LPI_RDCF026a Bank Reconciliation completed within 10 days (Payments Account)		6.83	2013/14	10	↑	
LPI_RDCF026b Bank Reconciliation completed within 15 days (General Account) of period end		14.17	2013/14	15	↑	

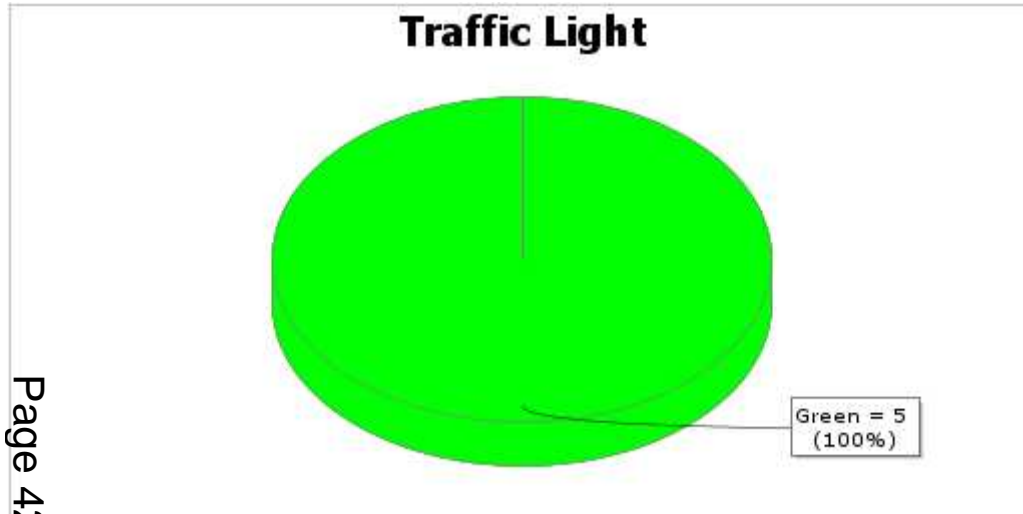
**Revenues Services**

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		98.50%	2013/14	98.00%	↑	
BV9 % of Council Tax collected		97.60%	2013/14	97.50%	↓	

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_RDFOREV009 Debtors current year collection		94.9%	2013/14	95.00%		

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



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### Housing Empty Property Management

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI BV212 Average number of days taken to re-let local authority housing (Standard Empty Homes)	✓	15.92	2013/14	16	↑	
LPI_CSHSEPM009 The percentage of customers satisfied with the "Finding a Home" Service	✓	94.42%	2013/14	80%	↑	

## Housing Estate Management

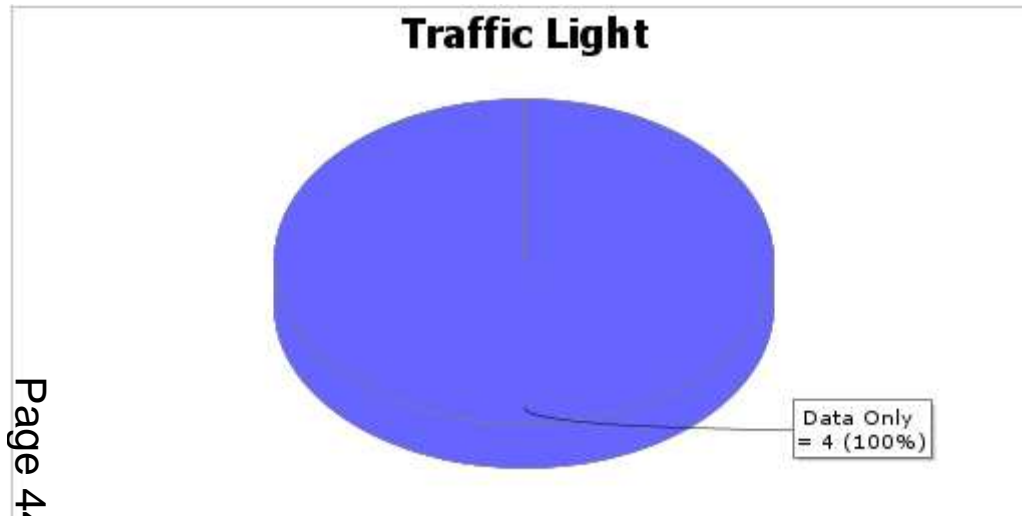
PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CSHSCS001 Percentage of offensive graffiti removed within 48 hours		100%	2013/14	100%		

## 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		89.71%%	2013/14	85%		
LPI_HMLSHMM003 Percentage of all responsive repairs completed within target		97.96%	2013/14	97%		

## Legal and Democratic Key Service Performance Indicators 2013/14

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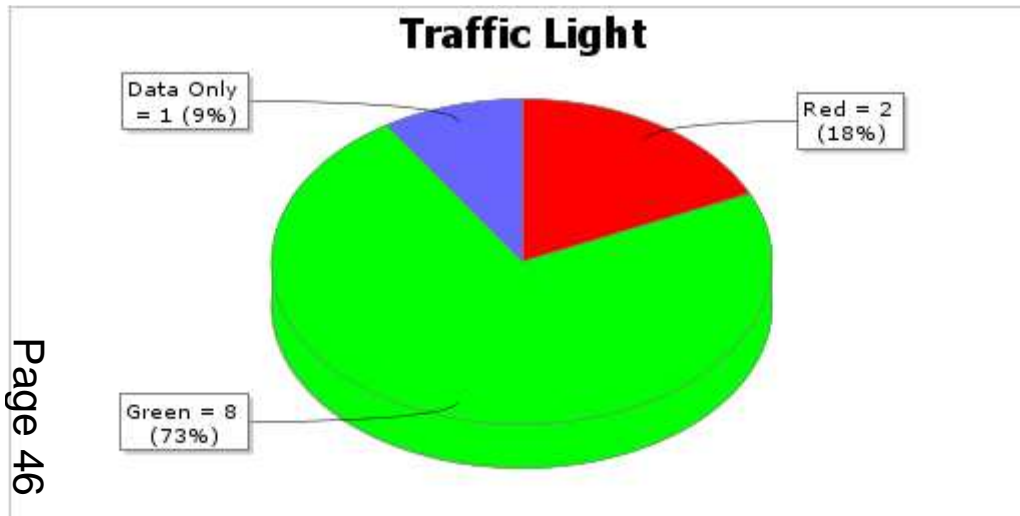
### Solicitor and Monitoring Officer

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_SMO001 Number of Standard Searches carried out		1,329	2013/14			
LPI_SMO002 The number of exempt items presented to meetings		46	2013/14			
LPI_SMO003 Percentage of Household Enquiry Forms returned						Household Enquiry Forms will not be in use until June 2014 so collection of this indicator will not commence until after then.
LPI_SMO004 Percentage of						Individual Elector Registration Forms will not be in use until June



PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
Individual Elector Registration Forms returned						2014 so collection of this indicator will not commence until after then.













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



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### Technology & Corporate Programmes

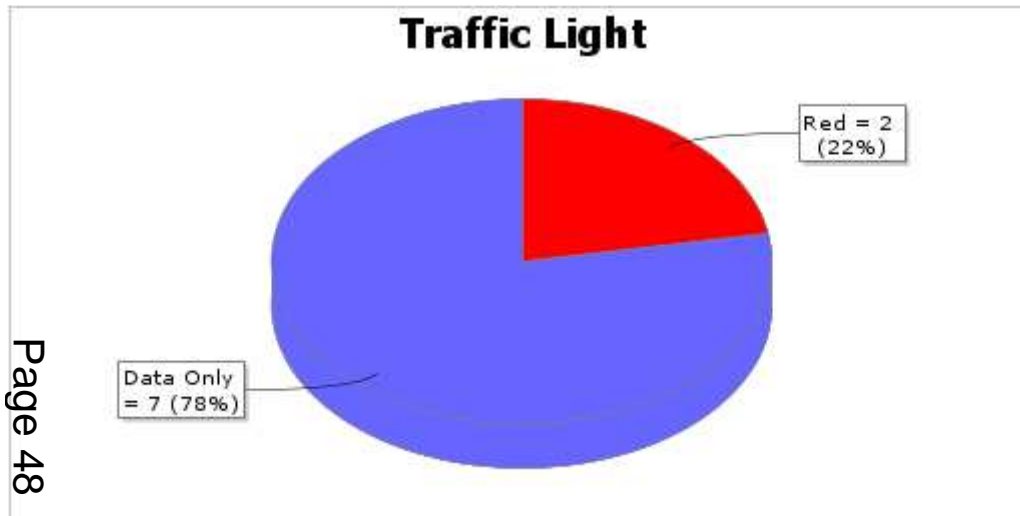
PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_RDICT001 Percentage of incidents fixed by ICT	🟢	83.05%	February 2014	70%	⬇️	
LPI_RDICT002 Incidents Responded within SLA	🟢	91.73%	February 2014	90%	⬇️	
LPI_RDICT003 Incidents Resolved within SLA	🟢	96.02%	February 2014	90%	⬇️	
LPI_RDICT004 ICT Backups	🔴	89.55%	February 2014	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		100%	December 2013	100%		25-Feb-2014 Dec-13 31 31 0
LPI_RDICT015 ICT Support Desk - Percentage of calls answered within 15 seconds		94.4%	April 2014	92%		
LPI_RDICT016 ICT Support Desk - Percentage of calls abandoned		3.37%	February 2014	2%		
LPI_RDICT017 ICT Service Desk - Outstanding Incidents		18	February 2014			

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## Transformation and Corporate Performance Key Service Performance Indicators 2013/14









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### Human Resources

PI Code & Short Name	Traffic Light Icon	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
BV12 Working Days Lost Due to Sickness Absence		10.51	2013/14	8.50		

## Health and Safety

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		32	2013/14			
LPI_ACEODHS002 Number of accidents to non-employees reported		20	2013/14			
LPI_ACEODHS004 Number of HSE notifications/interactions		2	2013/14			
LPI_ACEODHS005 Number of violent/threatening incidents		5	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		596,933	2013/14			
LPI_T&CP_002 Average time spent on the website		3.27	2013/14			
LPI_T&CP_003 SoCITM Website score		1	2013/14	4		01-May-2014 This was assessed in November 2013, therefore was on our old website. We have since launched a new website so this score is not reflective of our current situation.
LPI_T&CP_005 The number of payroll errors		23	2013/14			

### **3. Impact of Welfare Benefit Reform on Council services**

Following discussions at CMT on 8<sup>th</sup> April 2013, it was agreed that quarterly updates 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 £5k (253 successful claims from 421 applications).

Live caseload figures are lower than in 2012/13 – currently 7073 (7318 at March 2013) due to lower level of claimants (Local Council Tax Scheme impact - LCTS) although there is a 3.5 weeks backlog which means claims still to be processed will increase this figure.

#### NNDR

Reminders etc. are at or below 2012/13 levels although Bailiff referrals are higher (due to proactive recovery action).

The collection target for 2013/14 achieved is 98.5%, compared to the target of 98%.

Court Costs are slightly behind target.

#### Council Tax

Reminders etc. are significantly above 2012/13 levels (due to LCTS impact – additional cases / council tax bill collections).

The collection target for 2013/14 achieved is 97.6%, compared to the target of 97.5%.

Court costs are ahead of target (projected to exceed budgeted income by £75k).

Collection Fund – Estimated surplus £8k for the year.

LCTS projected underspend of £22k (total £30k).

#### Customer Services (last updated October)

Visits to Marmion House - since the increased levels in April, the months to October have been broadly in line with last year (peaking again in March 2014).

Remaining enquiries for Ctax & benefits are slightly higher than in 2012/13.

### Housing

Total **Rent** arrears (excluding former tenants) at 31<sup>st</sup> March 2014 are £412k compared to £406k at 31<sup>st</sup> March 2013 – an increase of £6k (£71k for 2012/13).

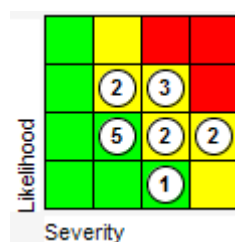
Total arrears (including garages etc.) were £1.18m - £162k higher at 31 March 2013 compared to 31 March 2012 - £1.02m.

Total arrears (including garages etc.) are £1.31m at 31<sup>st</sup> March 2014, compared to £1.18m at 31<sup>st</sup> March 2013, an increase of £125k (compared to a £162k increase between 31<sup>st</sup> March 2012 and 31<sup>st</sup> March 2013).

## 4. 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



## 5. Performance Management Framework

Activity in quarter four 2013/14 saw:

- Approval of the budget by Council,
- Corporate Plan/ Annual Review approval by Cabinet,
- Key directorate service performance indicators for 2014/15 decided
- Some business plans received and available on Covalent.

## **6. Financial Healthcheck Provisional Outturn Period 12, March 2014**

### **Executive Summary**

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

The information included in some cases is based on the likely estimated outturn for 2013/14.

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

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

### **General Fund**

#### **Revenue**

- The projected full year position identifies a projected favourable variance against budget of £993k or an 11.09% (£851k or 9.50% reported at period 11). This includes the impact of Temporary Reserve requests that were approved by Cabinet on the 3<sup>rd</sup> April 2014; however there is the possibility that adjustments will be required after alignment of the effect of some reserves, on the outturn.

2013/14 is also the first year of the Business Rates Retention Scheme – and the changes mean that the final collection results will impact on the Council budgetary position in 2013/14 and 2015/16. The Council's share of retained business rate income (including Government grant to reimburse additional discounts given under the Small Business Rate Relief Scheme) will be £2.754m for 2013/14 (£12.910m less tariff of £10.156m) compared to the Government set funding baseline of £2.043m – equating to a surplus of £711k, which will be carried forward as part of the Collection Fund surplus and released as part of the budget setting process for 2015/16.

However, under the Business Rates Retention Scheme, the Council can only retain 50% of this surplus with the remainder paid as a levy in 2013/14. As the Council is a member of the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) business rates pool, this levy will be paid to the GBSLEP pool rather than to the DCLG. As such £355k will be paid to GBSLEP pool in 2013/14 which will reduce the projected outturn to £638k (7.12%).

#### **Capital**

- The provisional outturn on capital schemes spend is £1.328m (£1.548m projected at period 11) compared to a full year budget of £2.579m (this includes re-profiled schemes from 2012/13 of £1.643m).
- At this point it is proposed that £1.075m should be re-profiled into 2014/15 (£880k projected at period 11) which will be subject to Cabinet approval.



- A summary of Capital expenditure by Directorate can be found at APPENDIX A.

## **Other**

- A balance of £150k was held in the General Contingency Budget at the end of March 2014.

## **Balances**

Balances on General Fund are projected to be in the region of £4.5m at the year-end from normal revenue operations (£4.713m projected at Period 11) compared to £4.427m projected within the 2014/15 budget report.

The change in the predicted out-turn variance since that predicted at period 11 (an improvement of £142k less the levy payment of £355k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

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

## **Housing Revenue Account**

### **Revenue**

- The projected full year position identifies a favourable variance against budget of £894k (£481k at period 11).
- The information included, in some cases, is based on the likely estimated outturn for 2013/14

### **Capital**

- The provisional outturn on programmed capital schemes is projected to be £7.602m (£7.732m projected at period 11) compared to a budget of £9.737m. It is also proposed that £1.483m be re-profiled into 2014/15 (£1.123m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at Appendix A.

### **Balances**

Balances on the Housing Revenue Account are projected to be in the region of £5.562m at the year-end (£5.297m projected at period 11) compared to £5.299m projected within the 2014/15 budget report. The additional balances above this minimum will be required to provide additional funds for uncertainties that could affect the Council in the forthcoming years.

## FINANCIAL HEALTHCHECK REPORT – PROVISIONAL OUTTURN PERIOD 12 MARCH 2014

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

### Issues Identified

- The financial performance review has over the year focussed on the following key areas:
  - The predicted outturn projection of the actual activity to budget for the year;
  - Identification of potential issues and areas for review/action;
  - It should be noted that a detailed review of revenue outturn will be undertaken in order to identify the impact on the medium term financial strategy and revenue patterns for the 2015/16 budgets.

### General Fund –

The provisional full year position identifies a favourable variance against budget of £993k or 11.09% below approved budget (£851k or 9.50% favourable projected at period 11).

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

- Treasury Management - £46k (£52k reported at Period 11). Overspend of Interest Payable to HRA £49k and MRP £27k due to higher HRA balances, reduced by an over recovery of Interest £26k.
- ICT - £49k (£74k reported at Period 11). Expected under achievement of income following termination of the contract with Bromsgrove & Redditch for provision of help desk facility £50k, underspend on various supplies & services £25k plus salaries overspend £26k.
- Marmion House - £32k (£50k reported at Period 11). Electricity is overspent by £12k, due in part to additional servers hosted on behalf of Walsall, and the Franking Machine budget is overspent by £16k, due to additional usage – confirmation of recovery of some of these costs from Staffs CC is awaited. There is a further £11k under recovery on Customer & Client Receipts.
- Assembly Rooms - £46k (£28k reported at Period 11). Bar Sales, £18k, 3<sup>rd</sup> Party Ticket Sales, £23k and Split Profit Income £26k under recovery.
- Chief Executive - £14k (£15k reported at Period 11). Overspend on salaries due to shortfall in budget (vacancy allowance).
- Benefits - £46k (£124k over recovery reported at Period 11). Based on DWP estimate final claim. Includes movement in bad debt provision £11k, increase net cost rent allowances £44k, and net cost HRA rent rebates £95k.

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

- Corporate Finance - £391k (£311k reported at Period 11). Procurement savings and quick wins, £173k, Discretionary Relief, £17k, budget not expected to be spent. New Homes Bonus Scheme Grant, £18k, Capitalisation Provision Redistribution grant, £16k and Transparency Code grant, £3k not budgeted. Specific Contingency, £150k, 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. £56k Write back reserves to revenue as per Cabinet 3/4/14. Offset by overspends of £87k Council Tax Freeze Grant and £22k Audit Fee.
- Civil Parking Enforcement - £28k (£40k reported at Period 11). To be paid by SCC in respect of the anticipated deficit in year in line with CPE agreement.
- Outside Car Parks - £49k (£36k reported at Period 11). Mainly due to a reduction in the amount payable to Henry Boot for Spinning School Lane car park and additional significant income received due to increased Xmas shoppers.
- Council Tax - £94k (£78k reported at Period 11). Over recovery of Court Costs Income.
- Environmental Health - £30k (£17k reported at Period 11). Under spend on salaries due to vacant posts.
- Commercial Property Management - £39k (£46k reported at Period 11). Over recovery of rents (back dated rent of £35k for one property following rent review).
- General Fund Housing - £17k (£21k predicted at period 11). Under spend on Salaries due to vacant posts.
- Health Agenda - £18k (£17k predicted at period 11). Post now recruited to following restructure of service.
- Partnership Support & Development - £30k (£23k reported at Period 11). Under spend on Stoke & Staffs Partnership, £10k, as no longer exists and Voluntary & Community Sector, £10k, as external funding used.
- Homelessness Strategy - £14k (£16k reported at Period 11). Under spend to reflect that salary costs should be met from grant.
- Development Control - £101k (£94k reported at Period 11). Planning Applications income is up against profile.
- Member Services - £28k (£22k reported at Period 11). Under spend on Members Attendance Allowance.
- Conveyancing & Right to Buy - £40k (£39k reported at Period 11). Legal Fees over recovery due to increase in council house sales.

- Joint Waste Arrangement - £155k (£20k reported at Period 11). Specific Contingency not required £73k and LDC estimated year end surplus to be repaid to TBC, £60k.
- Taxi & Private Hire Vehicles - £20k (£14k reported at Period 11). Underspend on Salaries as there has been a vacant post.
- Solicitor To The Council - £20k (£27k reported at Period 11). Expected underspend on legal fees, £7k, as costs to be reallocated to other departments, and over recovery of income, £13k.
- Electoral process – £14k (£14k predicted at Period 11). Under spend on rents as just one by-election this year, no local elections.

### **General Fund – Capital**

- The provisional outturn on capital schemes spend is £1.328m (£1.548m projected at period 11) compared to a full year budget of £2.579m (this includes re-profiled schemes from 2012/13).
- At this point it is proposed that £1.075m (detailed below) should be re-profiled into 2014/15 (£880k projected at period 11) which will be subject to Cabinet approval.
  1. Castle Mercian Trail, £350k, 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, £125k. Planning permission has now granted, with tendering for works planned for end of February, likely to start on site May 2014.
  3. Castle HLF, £90k, a small under spend is being negotiated with HLF to be spent on additional signage and other value adding items which may mean full spend if successful.
  4. Gateways, £83k, there is likely to be a delay in the delivery of the scheme until 2014/15 due to County timescales which will result in funding being reprofiled.
  5. Disabled Facilities Grant, £55k, the value of outstanding applications now exceeds the available remaining budget. All funds will have been allocated as approved grants before year-end.
  6. 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.
  7. Assembly Rooms Development, £44k, design Stage C now complete. Costs coming in higher than expected and some work is now ongoing to reduce these. Business planning detail positive return for TBC if changes go ahead. Heritage lottery review due End of March. On timetable to submit project to

Heritage Lottery in June. Arts Council England Bid submitted result expected in July 2014.

8. Gazetteer Development, £24k, this will link in to CRM and agile working projects, however, it is not expected that there will be any spend this financial year, therefore the budget is requested to be re-profiled into 2014/15.
9. EDRMS, £29k, The EDRMS project has now commenced. An amount of £28k is expected to be re-profiled to 2014/15 based on planned project timescales.
10. 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.
11. Replacement IT Technology, £20k, following Cabinet approval of capital budgets in support of agile working, this budget includes funds for Corporate Radios and IT with regard to agile working. The hardware in support of agile working has now been implemented, with staff on the 7th floor now using the new technology. Tenders have been received in respect of the Corporate Radios contract, currently being evaluated, however, no further spend is expected until 2014/15.
12. 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.
13. BMX Track, £7k, bulk of project completed - final costs and claim due to be submitted.
14. Repair to River Bank Castle, £4k, remaining budget to be used as landscaping to complement the Gateway project in the Castle Grounds.
15. Private Sector Coalfields Fund, £162k, revised approach to empties to be explored to maximise take up of NHB & better target / utilise remaining £56,350 allocated for Empty Homes Grants. £90K of these resources allocated to support joint Waterloo Housing / County council Empty Homes project successfully returned 2 properties. Cabinet report in September will seek approval to utilise remaining £33,500 for works in default, linked to hospital discharge projects with health colleagues.
16. Designate New Cemetery Land, £21k, tender awarded September to commence works before November with a view to completion before end of June 2014 as there have been a number of snagging problems

## Significant variances identified resulting in the increase in net under-spend of £142k

### FINANCIAL HEALTHCHECK REPORT - Provisional Outturn

The projected full year position is an unfavourable variance of £27k compared to the forecast outturn at Period 11 of £13k unfavourable  
An increase in the variance of £14k. The main changes identified are :-

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

	Projected Outturn Period 11	Projected Outturn Period 12	Difference in Projected Outturn P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
<b>CHIEF EXECUTIVE'S OFFICE</b>				
<i>Head of Organisational Development Training &amp; Development</i>				
Various training budgets	0	(19)	(19)	Breakeven position had been anticipated, however, expenditure which had been expected to occur/accrue eg Post Entry Training, Transforming Tamworth did not happen
<i>Head of Customer Services Customer Services</i>				
Staffs Connects Contribution	0	16	16	Staffs Connects contribution to core team not budgeted
<b>Other minor non-significant variances</b>	13	30	17	
<b>CHIEF EXECUTIVE'S OFFICE</b>	13	27	14	

### EXECUTIVE DIRECTOR CORPORATE SERVICES FINANCIAL HEALTHCHECK REPORT - Provisional Outturn

The projected full year position is a favourable variance of £476k compared to the forecast outturn at Period 11 of £496k favourable  
A decrease in the variance of £20k. The main changes identified are :-

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

	Projected Outturn Period 11	Projected Outturn Period 12	Difference in Projected Outturn P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
<b>EXECUTIVE DIRECTOR CORPORATE SERVICES</b>				
<i>Head of Benefits Benefits</i>				
Net of expenditure and subsidy due	(124)	46	170	Based on DWP estimate final claim. Includes movement in bad debt provision £11k, increase cost rent allowances £44k, and increased cost HRA rent rebates £95k.
<i>ICT and Transformation</i>				
Various Supplies and Services	0	(25)	(25)	Breakeven position was anticipated across supplies and services budgets, however, a number of codes underspent, including Data Protection, Training, Members Laptops and Miscellaneous
<i>Corporate Finance</i>				
Contribution from Reserves	0	(56)	(56)	Write back reserves to revenue as per Cabinet 3/4/14
Government Grants	0	(19)	(19)	£16k Capitalisation Provision Redistribution grant and £3k Transparency Code grant received March - not budgeted
<b>Other variances</b>	(372)	(422)	(50)	
<b>EXECUTIVE DIRECTOR CORPORATE SERVICES</b>	(496)	(476)	20	

**ASSETS AND ENVIRONMENTAL SERVICES**  
**FINANCIAL HEALTHCHECK REPORT - Provisional Out-turn**

The projected full year position is a favourable variance of £355k compared to the forecast outturn at Period 11 of £169k  
A increase in the variance of £186k. The main changes identified are :-

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

	Projected Outturn	Projected Outturn	Diff in Projected Outturn	
	Period 11	Period 12	Period 12 - period 11	
GENERAL FUND	Over/(Under) Spends	Over/(Under) Spends		Comments
<b>ASSETS AND ENVIRONMENTAL SERVICES</b>				
<b>Animal Welfare</b>				
Contract Payments	0	(10)	(10)	Higher than anticipated underspend due to the demand led element of the costs
<b>Joint Waste Arrangement</b>				
Specific contingency	0	(73)	(73)	Not required at year end
Contract Payment	(20)	(51)	(31)	Provisional Year End figures supplied by LDC Surplus on the Joint Waste Arrangement to be repaid to TBC
Bulky Waste Income	0	(29)	(29)	Provisional Year End figures supplied by LDC to be paid to TBC
<b>TBC Highways Maintenance</b>				
Contribution to Reserves	77	97	20	Final figures from SCC include an accrual for March works however, the underspend at year end is contributed to the Balancing Ponds retained fund
Various Minor Underspends	(77)	(97)	(20)	Various Minor Underspends
<b>Outside Car Parks</b>				
Fees and Charges	(8)	(21)	(13)	Based on current level of usage the situation has been closely monitored throughout the year. Additional significant income received 30 November for Xmas Lights switch on coupled with increase in general Xmas shoppers
<b>Cemeteries</b>				
Contribution to Reserves	32	45	13	Any underspend at year end is contributed to the Cemeteries retained fund
Various Minor Underspends	(7)	(9)	(2)	Various Minor Underspends
Fees & Charges	(25)	(36)	(11)	Based on current trends and estimated income for remainder of the year - the situation is closely monitored throughout the year.
<b>Other minor non-significant variances</b>	(141)	(171)	(30)	
<b>ASSETS AND ENVIRONMENTAL SERVICES</b>	(169)	(355)	(186)	

**DD HOUSING & HEALTH**  
**FINANCIAL HEALTHCHECK REPORT - Provisional Out-turn**

The projected full year position is a favourable variance of £54k compared to the forecast outturn at Period 11 of £68k favourable  
A decrease in the variance of £14k. The main changes identified are :-

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

	Projected Outturn	YTD Outturn	Difference in Projected Outturn	
	Period 11	Period 12	P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
<b>HOUSING &amp; HEALTH</b>				
<b>Other minor non-significant variances</b>	(68)	(54)	14	No significant variances from those previously reported
<b>HOUSING &amp; HEALTH</b>	(68)	(54)	14	

**COMMUNITIES, PLANNING and PARTNERSHIPS**  
**FINANCIAL HEALTHCHECK REPORT - Provisional Out-turn**

The projected full year position is an favourable variance of £133k compared to the forecast outturn at Period 11 of £131k favourable  
A increase in the variance of £2k. The main changes identified are :-

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

	Projected Outturn	Projected Outturn	Diff in Projected Outturn	
	Period 11	Period 12	Period 12 - period 11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's		Comments
<b>COMMUNITIES, PLANNING &amp; PARTNERSHIPS</b>				
<b>Golf Course (in house)</b>				
Various minor underspends	(11)	(23)	(12)	Prudent use of budgets has resulted in higher than anticipated saving
<b>Golf Course (maint of Grounds)</b>				
Equipment Hire	0	(10)	(10)	Prudent use of budgets has resulted in higher than anticipated saving
<b>Assembly Rooms 3rd Party Tickets</b>				
Ticket Sales/Admission Fees	0	23	23	Higher than anticipated levels of income related to new financial year
Split Profit Event Income	19	26	7	
<b>Community Leisure</b>				
Grants	(6)	(15)	(9)	Members decided that underspent grants would be earmarked for specific projects and created a temporary reserve
Contribution to reserve	0	15	15	
<b>Other minor non-significant variances</b>	(133)	(149)	(16)	
<b>COMMUNITIES, PLANNING &amp; PARTNERSHIPS</b>	(131)	(133)	(2)	



## **Housing Revenue Account –**

- The projected full year projected position identifies a favourable variance against budget of £894k (£629k projected at period 11).

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

- Supporting People Grant - £12k (£12k reported at Period 11). Funding for Supported Housing ended January 2014.

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

- Contribution to Repairs Account - £494k (£300k predicted at Period 11). Multiple Contracts, of which the Responsive Repairs contract is £163K underspent, the Planned Maintenance contract is £139K underspent, the Misc budget is £165K underspent and the Gas contract is £7K overspent.
- Specific Contingency - £100k (£100k reported at Period 11). No issues currently identified to utilise this budget.
- General Operations - £41k (£33k reported at Period 11). Savings on Software Maintenance Improvements, £49k, offset by an overspend on Salaries, £20k due to regraded post.
- Allocations - £27k (£24k reported at Period 11). Underspends on Decoration Allowance, £15k, and Salaries, £12k, reduced by payments for temporary staff, £18k.
- Income Management - £44k (£67k reported at Period 11). £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, £20k, demand led.
- Housing Advice - £17k (£20k reported at Period 11). No spend expected on Sanctuary Scheme this year.
- Interest on Balances - £28k (£30k reported at Period 11). Changes to interest calculation due to HRA reform and higher HRA balances from unspent capital funds.
- Caretakers - £11k (£21k reported at Period 11). Underspend on Electricity across multiple sites.
- Rents - £25k (£20k predicted at period 11). Rent income has exceeded budget due to void levels being lower than estimated but this is being offset by an increase in right to buy sales.

## Housing Revenue Account – Capital

- The provisional outturn on programmed capital schemes is projected to be £7.602m (£7.732m projected at period 11) compared to a budget of £9.737m. It is also proposed that £1.483m be re-profiled into 2014/15 (£1.123m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.
  1. Tinkers Green Project, £109k, scheme still in early stages - progress reports to be submitted to Cabinet. Spend to date relates to acquisition of leasehold properties. Demolition of bungalows due to commence early in 2014/15 at a cost of approx. £65k.
  2. Kerria Estate Project, £496k, scheme still in early stages - progress reports to be submitted to Cabinet. Spend to date relates to acquisition of leasehold properties.
  3. Gas Central Heating Upgrade & renewals 2012, £704k. Works are planned for Thomas Hardy Court and two other sheltered schemes. There have been delays due to the complex design requirements and the need to complete works during warmer months so as not to leave elderly residents without heating.
  4. External & Environmental Works, £99k. Overall there will be some carry forward in relation to works that were delayed towards the end of year due to poor weather.
  5. Structural Works, £10k, re-profiled figure relates to works identified and priced during January that will not be completed before year-end.
  6. High Rise Lift Renewals 2012, £65k. Start of works delayed due to consultation with residents and now expected to be completed in April.

## Significant variances identified resulting in the increase in net under-spend of £265k

### HOUSING REVENUE ACCOUNT FINANCIAL HEALTHCHECK REPORT - Provisional Out-turn

The projected full year position is a favourable variance of £894k compared to the forecast outturn at Period 11 of £629k favourable. An increase in the variance of £265k. The main changes identified are :-

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

	Projected Outturn Period 11	Projected Outturn Period 12	Difference in Projected Outturn P12 - P11	
HOUSING REVENUE ACCOUNT	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
<b>DIRECTOR OF HOUSING &amp; HEALTH</b>				
<b>Income Management</b>				
Contribution to Reserves	0	20	20	Reserve request for Service Charges Consultancy
<b>Regeneration Project</b>				
Consultants Fees	0	(17)	(17)	Reserve requested for £9K in respect of work not yet completed
<b>Caretakers</b>				
Electricity	(20)	(9)	11	Multiple sites
<b>HRA Summary</b>				
Contribution to the Repairs Account	(300)	(494)	(194)	Multiple contracts. Responsive repairs contract was expected to be on budget (based on figures from Orchard system) but final figures supplied by Mears resulted in a £163K underspend
Provision for Bad Debts	0	(28)	(28)	Provision based on current level of arrears which reduced by £169K in the final month
Contribution from Reserves	0	(26)	(26)	Reserves/Retained Funds no longer required, to be returned to balances
<b>Other minor non-significant variances</b>	(309)	(340)	(31)	
	(629)	(894)	(265)	

**CAPITAL PROGRAMME 2013-14 SUMMARY****Period 13 - Ledger Info @ 14/05/14**

<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>
	£	£	£	£	£
CORPORATE SERVICES	229,120	276,598	379,120	102,516	-6
COMMUNITY SERVICES	1,413,850	1,050,958	2,200,190	972,480	(176,752)
GENERAL FUND TOTALS	1,642,970	1,327,556	2,579,310	1,074,996	(176,758)
HOUSING REVENUE ACCOUNT	2,844,910	7,602,229	9,737,460	1,482,686	(652,545)
<b>TOTAL APPROVED CAPITAL</b>	<b>4,487,880</b>	<b>8,929,786</b>	<b>12,316,770</b>	<b>2,557,682</b>	<b>(829,302)</b>
<i>Specific Project Contingencies</i>	130,000	0	130,000	130,000	0
<b>TOTAL (incl spec' contingencies)</b>	<b>4,617,880</b>	<b>8,929,786</b>	<b>12,446,770</b>	<b>2,687,682</b>	<b>(829,302)</b>
<i>GF General Contingency</i>	0	0	50,000	0	(50,000)
<i>HRA General Contingency</i>	0	0	100,000	0	(100,000)
<i>Invest To Save Contingency</i>	160,000	0	160,000	160,000	0
<b>ALL CAPITAL</b>	<b>4,777,880</b>	<b>8,929,786</b>	<b>12,756,770</b>	<b>2,847,682</b>	<b>(979,302)</b>