

# Taunton Deane Borough Council

**Executive – 12 June 2013**

**Corporate Performance Monitoring – Quarter 4 / Outturn 2012/2013**

**Report of the Performance Lead Officer**

(This matter is the responsibility of Executive Councillor Mrs Vivienne Stock-Williams)

## **IMPORTANT – PLEASE NOTE:**

In order for this performance information to be debated in the most efficient manner at the Executive committee, we would encourage Members who have queries with any aspect of the report to contact the appropriate officer(s) named (at the end of the report) before the meeting so that information can be collated in advance or relevant officers can be invited to the meeting.

## **1. Executive Summary**

This report outlines the final performance data of the Council for the 2012/13 year.

The detailed 2012/13 financial outturn data is to be submitted in a separate report in June.

The monitoring of the Corporate Strategy, service delivery, performance indicators and budgets is an important part of the overall performance management framework.

Analysis of the overall performance of the Council reveals that 66% of all performance measures are on target (ie Green alert).




## 2. Introduction to the Performance Scorecard (please see Appendix A)

- 2.1 The TDBC Scorecard at **Appendix A** contains full details of Quarter 4 performance, however section 4 (below) of the report provides further information and guidance for members on the key issues that have been identified through analysis of the data. Additional commentary has also been provided by responsible officers and CMT where appropriate
- 2.2 Scorecard explanation / key




Each section of the scorecard uses the same template and is structured as follows:

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
	Strategic & corporate objectives categorised in the 7 sections of the scorecard	Key performance indicators (& targets where possible) used to measure the objective.	Red, Amber or Green (see below)	A brief summary highlighting reasons for and issues surrounding the alert reported (see Green, Amber, Red below). Also any known problems that may jeopardise attainment. Where relevant, CMT will provide further information in addressing under performance.

### 2.3 Key to performance alerts:

	Reasons for alert	Notes
 Green	Planned actions are on course	Justification for the Green alert will be provided. Key successes or exceptional performance will be outlined.
	Performance indicators are on target	
 Amber	Some uncertainty in meeting planned actions	The reason for the Amber alert will be made clear. Mitigating actions will be outlined
	Some concern that performance indicators may not achieve target	
 Red	Planned actions are off course	A brief high level summary is included within scorecard. Where the Corporate Management Team consider a Red alert to be a priority issue requiring further detail and explanation, a separate one page information sheet for more detail will be appended to the report
	Performance indicators will not achieve target	

2.3 A summary / overview of the Quarter 4 scorecard (appendix A) is in the table below

Section	No. of measures	 Green	 Amber	 Red	N/A	Trend (from last quarter)
1) Corporate Strategy Aims	18	13 (72%)	3 (17%)	2 (11%)		↔
2) Service Delivery	15	9 (60%)	3 (20%)	3 (20%)		↓
3) Managing Finances	7	5 (71%)	1 (14%)	1 (14%)		N/A - awaiting year-end £
4) Key Projects	7	5 (71%)	2 (29%)			↓
5) Key Partnerships	8	4 (50%)	3 (38%)	1 (12%)		↔
6) People	6	4 (67%)	1 (17%)	1 (17%)		↑
7) Corporate Management	10	7 (70%)	3 (30%)			↑
<b>TOTALS</b>	<b>71</b>	<b>47 (66%)</b>	<b>16 (23%)</b>	<b>8 (11%)</b>		↔

**KEY:**

↑ = Improving (ie more Green, less Amber &/or Red alerts)

↓ = Worsening (ie less Green, more Amber &/or Red)

↔ = No change

**3. Comments from Scrutiny**

This report was considered by the Corporate Scrutiny Committee on 23 May 2013. During the discussion of this item, Members made the following comments:-

- A request for the Scrutiny committee to have early sight of proposed changes to the refreshed corporate scorecard for 2013/14 (ie new measures and content). Importance was placed on retaining performance measures that have a direct impact on the public (for example, Food Safety)
- Cllr Farbahi requested further detail behind a number of bullet points in the Economic Development section (ref 1.2 Regeneration) – these have subsequently been provided by the Economic Development Manager and sent to Cllr Farbahi
- Staff sickness levels (ref 6.1) – concerns were expressed and further details requested. *(update as at 29/5/13 - the Retained HR Manager is due to discuss the matter with the Chief Executive Officer – one possible outcome is to recommend setting up a Task & Finish group to enable further scrutiny of this issue)*

- Please note – subsequent to the report being presented at Scrutiny, the outturn data for Co2 reduction has been finalised (ref 1.4 - Climate Change, Objective 8). This is now included in the scorecard.

#### **4. Finance Comments**

The 2012/13 Budget Outturn report will follow as a separate report at June's Corporate Scrutiny committee meeting.

#### **5. Legal Comments**

There are no legal implications in this report.

#### **6. Links to Corporate Aims**

As this report covers all aspects of the Council's performance, all Corporate Priorities are affected.

#### **7. Environmental and Community Safety Implications**

Please see the following sections of the Scorecard for those areas contributing to the above: 2.4 (Service Delivery – 'Street Scene'); 5.4 (Somerset Waste Partnership).

#### **8. Equalities Impact**

See the scorecard section 7.3 for details of equalities progress within the council.

#### **9. Risk Management**

See the scorecard section 7.4 for details of risk management progress within the council.

#### **10. Partnership Implications**

See the scorecard section 5 for details of the council's key partnerships.

#### **11. Recommendations**

It is recommended that the Executive Committee review the Council's performance as at the end of Quarter 4, taking corrective action or requesting further information from Theme Managers where necessary.

#### **Contacts:**

##### **Dan Webb**





Performance Lead Officer

[d.webb@tauntondeane.gov.uk](mailto:d.webb@tauntondeane.gov.uk)






01823 356441


# 1. CORPORATE STRATEGY AIMS

## Tackling Deprivation & Sustainable Community Development (Aim 1)





Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.1	<b>Objective 1</b> Focus on Taunton East, North Taunton & Rural Deprivation	Index of Multiple Deprivation (IMD) score	<i>For Info only</i>	IMD data is only published every 3 years - the latest IMD data for 2010 highlights that levels of deprivation within Taunton Deane are worsening (especially North Taunton & Taunton East). <b>Our focus is on the delivery of the 'Priority Areas Strategy' (PAS) programme – see below.</b>
		<b>Actions –</b> Progress against key activities	 Amber	Projects within the PAS are grouped in to 4 priorities. The latest 'PAS project performance scorecard' was presented to the TDP Board in Feb 2013. The following RAG status was agreed: <ul style="list-style-type: none"> <li><b>Priority 1) Encourage strong, informed &amp; active communities = Amber ☹️</b> Uncertainty of continued partnership funding for the Link and Resource Centres. This has now been resolved for 2013/14 (see Objective 3 below). There is also a need to recruit more volunteers (Halcon) to support Community Activity Days.</li> <li><b>Priority 2) Improve access to services, information &amp; advice = Amber ☹️</b> Uncertainty regarding the progress of some projects; the difficult local &amp; national economic conditions ref rationalization of public assets, and staff / volunteer turnover within 'advice hubs' making continuity of service provision difficult in some circumstances, and delays to the recruitment of Village Agents</li> <li><b>Priority 3) Improve the lives of our most vulnerable households: Amber ☹️</b> Lack of progress with 'family attachment' within the Troubled Families programme.</li> <li><b>Priority 4) Improve the look and feel of the local area = Green 😊</b></li> </ul> The TDP now need to understand whether the projects are delivering against the overall aims of the PAS. An appropriate assessment regime is to be developed – this will be considered at the next TDP Board meeting – April 2013. Tackling Rural Deprivation is now to be progressed by the TDP 'Community Planning Working Group'. A series of projects will be developed for inclusion within the PAS. The TDP and PAS was subject to scrutiny by Community Scrutiny on 30 <sup>th</sup> April 2013.
	<b>Objective 2</b> 'One-Stop' advice on skills, employment & training	<b>Actions –</b> Progress against key activities		 Green
		Number of people supported / back to work	 Green	Directly assisted 52 job seekers to find employment during Apr 2012 to Mar 2013. Target of 48 (4 per month).
	<b>Objective 3</b> Secure medium term future of N. Taunton & Link Partnerships	Funding & delivery against Service Level Agreement (SLA)	 Amber	We have recently negotiated the following: North Taunton Partnership: 3 year SLA from 2013/14 to 2015/16 Link Partnership: 1 year SLA (still be agreed) for 2013/14 Funding for 2013/14 is secure, but is performance related. TDP core funding contribution beyond 2013/14 is not secure and needs to be resolved.

## Regeneration (Aim 2)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.2	<b>Objective 4</b> Facilitate the creation of a leading Green Knowledge economy	<b>Actions –</b> Progress against key activities	 Green	<ul style="list-style-type: none"> <li>Local Investment Fund designed and launched in December 2012 to support businesses creating new jobs. Currently liaising with 3 companies, proposing 180 jobs.</li> <li>Award of 16 New Business grants during 2012/13, totaling £15,810. 5 Rural business grants were awarded, totaling £8155. An end of year summary of all grants awarded will be circulated to Members for information before end April.</li> <li>New inward investment marketing &amp; fulfillment programme launched in Nov 12. Promotional campaign, called Taunton Means Business, strengthened through appointment of media agency (A Head for PR) to raise awareness of website. Video produced featuring 5 local businesses to encourage investors to move to Taunton Deane. The video is currently being played on Volo TV on all Great Western Trains travelling to South Wales and the South West.</li> <li>South West Business Insider breakfast event held in County Ground, Taunton in March. Attended by 75 businesses. Sponsored by TDBC (Econ Dev).</li> <li>Wellington Business Fair held in February in partnership with the Wellington Business Association. Attended by approximately 80 businesses and local organizations.</li> <li>Engagement with the Hinkley supply forum on-going to encourage Taunton Deane businesses to benefit from Hinkley supply opportunities</li> <li>Working closely with the Taunton Town Centre Company to restructure the governance of the company. New Board of Directors appointed in April 2013.</li> <li>Taunton Town Team set up in February 2013, led by Taunton Town Centre Co, with businesses plus officer and Member input. The Team addresses marketing of the town centre to retailers, and the barriers to town centre prosperity.</li> <li>Funding bid submitted by Taunton Events Group for summer events programme in Taunton.</li> <li>Progressed the appointment of a consultant to advise The Council on the future options for the Brewhouse Theatre.</li> </ul>
		Businesses benefiting from Ec Dev funded events & services	 Green	During 2012/13 approx 200 businesses have been supported since April. The target is to benefit approx 100 businesses during the year
	<b>Objective 5</b> Facilitate Housing growth	<b>Actions –</b> Progress against key activities	 Green	The Core Strategy has now been adopted and forms part of the statutory development plan
		Net additional homes provided	 Red	<b>The target for 2012/13 = 700 dwellings</b> Projection of c530 completions for reporting year April – March reflects lack of confidence in the market. (Data is only available annually – final data expected end of June).
		Supply of ready to develop housing sites	 Green	<b>Target = 5 year supply</b> <b>2012 SHLAA reports 5 year supply of 5.57 years.</b> Recent appeals reached inconsistent conclusions based on the same evidence – one found 5 yr supply, one did not. The Council continues to maintain that it has a 5 yr supply





	<b>Objective 6</b> Deliver Infrastructure	<b>Actions –</b> Progress against key activities	 Green	The Council is in the process of developing a Community Infrastructure Levy (CIL). The CIL charging schedule was published for public representation in Feb/March. Officers intend to submit the schedule for Examination in May with a view to implementation in autumn 2013. The Council is also looking to review its Infrastructure Delivery Plan.
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### Affordable Housing (Aim 3)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS												
1.3	<b>Objective 7</b> Making homes more affordable	<b>Actions –</b> Progress against key activities	 Green	Because of the slippage detailed below it puts the target in a stronger position for next year.												
		Target of 200 affordable homes delivered	 Red	<b>154 affordable homes completed 01.04.12 – 31.03.13</b> of which 11% were delivered in rural parishes meeting local housing need. The shortfall is owing to several schemes slipping into 2013/14 completions due to development issues on site and bad weather experienced Dec12/Jan13. This figure is subject to change when final figures are released by the HCA in July.												
		% of non-decent council homes	 Green	<b>0.08% were non decent as at end Dec 2012</b> Target = max 0.5% (25 properties)												
		Somerset West Private Sector Housing Partnership  Objective: Better standards and interventions in the private sector stock, by improving housing conditions	 Green	<table border="1"> <thead> <tr> <th data-bbox="889 868 1256 916">Measure</th> <th data-bbox="1256 868 2175 916">Quarter 4 - cumulative performance 2012/13</th> </tr> </thead> <tbody> <tr> <td data-bbox="889 916 1256 1027">Energy efficiency measures</td> <td data-bbox="1256 916 2175 1027"><b>2012/13 outturn = 450 (Target 220)</b> – Figures improved through inclusion of Accredited properties, push to increase take up of Warm Streets. Result same as last year.</td> </tr> <tr> <td data-bbox="889 1027 1256 1139">No of private sector homes improved to Decent Homes</td> <td data-bbox="1256 1027 2175 1139"><b>2012/13 outturn = 722 (Target 10)</b> – Exceeded target. Figures now include properties made decent as a result of energy efficiency measures, Warm Streets/Warm Front. Up by 10</td> </tr> <tr> <td data-bbox="889 1139 1256 1251">No of empty properties brought back into use</td> <td data-bbox="1256 1139 2175 1251"><b>2012/13 outturn = 230 (Target 55)</b> – Requested to include empties brought back into use through intervention by the partnership (55) and Council Tax return (175) Improved by 35 on last year.</td> </tr> <tr> <td data-bbox="889 1251 1256 1362">No of statutory Disabled Facilities Grants approved &amp; implemented</td> <td data-bbox="1256 1251 2175 1362"><b>Total = 159</b> (69 Approved + 90 Implemented) Down by 3 on last year. Minor Works Approved = 427 + Minor Works implemented = 414</td> </tr> <tr> <td data-bbox="889 1362 1256 1471">No of statutory housing standards interventions (enforcement activities)</td> <td data-bbox="1256 1362 2175 1471"><b>2012/13 outturn = 268 (Target 150)</b> – additional 118 interventions brought through Accreditation scheme and Housing Options complaints + 20% on last year</td> </tr> </tbody> </table>	Measure	Quarter 4 - cumulative performance 2012/13	Energy efficiency measures	<b>2012/13 outturn = 450 (Target 220)</b> – Figures improved through inclusion of Accredited properties, push to increase take up of Warm Streets. Result same as last year.	No of private sector homes improved to Decent Homes	<b>2012/13 outturn = 722 (Target 10)</b> – Exceeded target. Figures now include properties made decent as a result of energy efficiency measures, Warm Streets/Warm Front. Up by 10	No of empty properties brought back into use	<b>2012/13 outturn = 230 (Target 55)</b> – Requested to include empties brought back into use through intervention by the partnership (55) and Council Tax return (175) Improved by 35 on last year.	No of statutory Disabled Facilities Grants approved & implemented	<b>Total = 159</b> (69 Approved + 90 Implemented) Down by 3 on last year. Minor Works Approved = 427 + Minor Works implemented = 414	No of statutory housing standards interventions (enforcement activities)	<b>2012/13 outturn = 268 (Target 150)</b> – additional 118 interventions brought through Accreditation scheme and Housing Options complaints + 20% on last year
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## Climate Change (Aim 4)






Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.4	<b>Objective 8</b> Meet TDBC's & partner organisations' internal climate change commitments	<b>Actions –</b> Produce and implement Carbon Management Plan (CMP)	 Green	<p>TDBC will install 50kW of solar PV on the roof of the Indoor Tennis Centre at Blackbrook Pavilion. The installation will cost approximately £75,000 and create a return of around £8,200 per year. The net-income over the 25 year lifespan of the installation will be in the region of £175,000, giving the Council a profit of around £100,000 after project costs have been recouped. The estimated carbon savings from the installation are 24 tonnes of CO2 per year.</p> <p>The Council and Tone Leisure stopped their cooperation with Schneider Ltd after the final business case presented by the company for improving energy efficiency of Blackbrook Pavilion, Wellsprings Leisure Centre and Wellington Sports Centre was found unviable. Officers from TDBC and Tone will instead implement the two main projects identified by Schneider themselves: Tone will seek to implement improvements of the lighting on the three sites. TDBC will replace the broken BMS system at Wellington SC.</p> <p>2012/13 CMP to be closed down at next Carbon Management Steering Group meeting in June. A new CMP for 2013/14 to be drafted for the meeting and to be completed by the end of June 2013.</p>
		3% reduction in CO2 by Mar 13	 Amber	<p><b>Carbon savings in 2012/13 = -2%</b> (TDBC sites: -2.3% / Tone Leisure sites: -1%) NB – the total reduction since 2006/07 (6 years) is -12.5%</p> <p>Report to be presented to the Carbon Management Steering Group in June 2013.</p>
	<b>Objective 9</b> Work with communities to reduce carbon emissions across the Deane	<b>Actions –</b> Progress against key activities	 Green	Taunton Deane Partnership has agreed the setting up of working groups to coordinate the development of a Carbon Management & Local Resilience Strategy for Taunton Deane. Scoping workshops with community stakeholders were held in January & July 2012. All Stakeholders reconvened in March 2013. Production of strategy is now at an advanced stage. Strategy to be adopted in Aug 2013.
		Per capita CO2 emissions in TD area	 Green	Latest data published in Sept 12 showed a <b>9% reduction</b> from 2005 to 2010 in Taunton Deane. At 5.9 tonnes per head, Taunton Deane is 8% better than the South West average, and 11% better than the UK average.











## 2. SERVICE DELIVERY

*Excellent services - Customer driven - A dynamic organisation - Local focus*


Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS			
2.1	<p><b>Ensuring development proposals are dealt with positively, with an emphasis on quality outcomes</b></p> <p>Delivering the Development Management Service aims</p>	<p>Planning Applications Speed of Processing</p>	 Amber	<p><b>Type</b></p>	<p><b>Outturn</b></p>	<p><b>Targets</b></p>	<p><b>Comments</b></p>
				a) Large-scale major	50%	65%	Over the year 2012/13, 16 large scale major applications were determined of which 8 took longer than 13 weeks. Q4 saw a total of 7 large scale major applications determined of which 5 took longer than 13 weeks.
				b) Small-scale major	66.7%	65%	Over the year, 27 small scale major applications were determined of which 9 took longer than 13 weeks. Although the target for Q4 was missed (50%), the overall target of 65% of small scale major applications was met.
				c) Minor	78.9%	75%	Both the Q4 and annual 2012/13 targets for the determination of minor applications were met of. Q4 performance was 77% of minor applications determined within 8 weeks. A total of 315 minor applications were determined throughout the year.
		d) Other	88.6%	85%	Both the Q4 and annual 2012/13 targets for the determination of other applications were met. Q4 performance was 86% of minor applications determined within 8 weeks. A total of 724 other applications were determined throughout the year.		
		% of appeals allowed against the authority's decision	 Red	<p><b>Outturn = 36% (target max 25%)</b> 14 appeals determined with 5 allowed and 9 dismissed.</p> <p>These figures do not include Enforcement appeals where 9 appeals were determined and all of them were dismissed.</p> <p>(NB – last year 2011/12 = 22 appeals)</p>			

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
2.2	<b>Safeguarding the health, safety &amp; welfare of everyone in the Borough</b> Delivering the aims of the Environmental Health Service	Satisfaction with EH regulatory services	 Green	<b>Outturn 2012/13 = 98% (target = 75%)</b> On target – telephone survey to establish satisfaction rates post inspection.
		Food Safety compliance	 Green	<b>Outturn 2012/13 = 89% (target = 80%)</b> (959 broadly compliant out of 1075) This shows a good level of compliance within the food business sector and is a reflection of the 'public' nature of the food scores. This is a good indicator of compliance and means the public can feel confident about food safety in Taunton Deane.
		Food Inspection	 Red	<b>Outturn 2012/13 = 84%</b> (293 done /349 due) <b>(Target = 100%)</b> Although this is below target, all of the highest risk premises (A and B) were completed and the C rated premises will be completed in 2013/14. A remedial programme is under way to catch up on this area and those below. Qtr 3 was 55% (196/358), therefore 97 inspections completed in Qtr 4.
		Environmental Protection Team reactive tasks	 Green	<b>Outturn 2012/13 = 92%</b> (1141 /1234) <b>total of service requests responded to in target time</b> This is a good reflection of the number of enquiries that come through Environmental Protection and the excellent response rates achieved within the team.
		Licensing applications (apps processed within 14 days)	 Red	<b>Outturn 2012/13 = 90%</b> (1151/1273) <b>(target = 95%)</b> The percentage of applications of licensed premises that were determined within 14 days. It appears that the numbers are down because the smaller pass through applications such as charitable collections and registrations were not processed in a timely manner.

As at: 04/06/2013 **TDBC SCORECARD Q4 2012/13** (Appendix A)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS			
2.3	<b>Delivering customer driven services</b> To deliver customer focussed services, achieving high levels of customer satisfaction.	Calls resolved at 1 <sup>st</sup> point of contact	 Green	<b>Quarter 4 actual = 97.64%</b> (Target for Contact Centre 92 %) <b>Total for Year = 95.82%</b> (last year = 96.5%)			
		Calls answered within 20 seconds	 Green	<b>Quarter 4 actual = 82.04%</b> (Target 80%) <b>Total for Year = 82.23%</b> (last year = 81%)			
		Calls abandoned	 Green	<b>Quarter 4 actual = 3.28%</b> (Target <5%) <b>Total for Year = 3.71%</b> (last year = 4.8%)			
		Complaints measures -10 day response - % Complaints upheld	 Amber	Total number of feedback recorded 2012/13 = 226 (last year 2011/12 = 376) Total number complaints 2012/13 = 99 (last year 2011/12 = 210) Total number compliments 2012/13 = 115 (last year 2011/12 = 82) <b>Approx 70% being responded to within target 10 days</b> (over last 2 years) – <i>no final data however for Qtrs 3 &amp; 4 as final complaint closure/outcome data is unavailable at the point of submitting this report</i>			
		Benefits Service: Time to process new claims	 Green	<b>Quarter 4 actual = 20.62 days</b> (Target = 22 days) (Q4 last year 2011/12 was 18.68 days, national average = 21 days))			
		Landlord Services – satisfaction with repairs	 Amber	<b>96.7% satisfied overall with the repairs service</b> (target = 98%) We recognise we are not hitting our target of 98%. We are analysing the survey information in order to be able to identify the issues more effectively and challenge our contractors on performance.			
2.4	<b>Ensuring the Borough is a clean and attractive place to live, work &amp; visit</b> Delivering Parks, Street Cleansing, Highways & Transport Services that are high quality & cost-effective	Fly tipping – grade will not be known until final quarter	 Green	<b>Type</b> 2012/13 Fly-tipping incidents = 647 (2011/12 = 667 2010/11 = 407)	<b>Q4 results</b> Grade 2 = 'effective'	<b>Targets</b> Grade 2	<b>Comments</b> Q4 has seen the greatest number of incident over the year at 216, but total incidents are down on last year. The grade is made up the number of incidents and the number of actions taken.
		Quality assurance accreditation / Awards	 Green	We have neither gained nor lost any awards in this period.			








**3. MANAGING FINANCES** (ref Appendix B for detailed budget monitoring)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
3.1	<b>Budget monitoring</b> To control spending within approved budget total for the year	<b>General Fund Revenue</b> within 0.5% = 😊 0.5 – 2% = 😐 over 2% = 😞		The 2012/13 Financial Outturn is not available at the time of producing this report, and will be reported separately to Corporate Scrutiny in June and Executive in July.
		<b>General Fund Capital</b> within 2% = 😊 2 – 3.5% = 😐 over 3.5% = 😞		The 2012/13 Financial Outturn is not available at the time of producing this report, and will be reported separately to Corporate Scrutiny in June and Executive in July.
		<b>Housing Revenue (HRA)</b> within 0.5% = 😊 0.5 – 2% = 😐 over 2% = 😞		The 2012/13 Financial Outturn is not available at the time of producing this report, and will be reported separately to Corporate Scrutiny in June and Executive in July.
		<b>HRA Capital</b> within 2% = 😊 2 – 3.5% = 😐 over 3.5% = 😞		The 2012/13 Financial Outturn is not available at the time of producing this report, and will be reported separately to Corporate Scrutiny in June and Executive in July.
3.2	<b>Reserves</b> To maintain an adequate reserve (based on financial risk analysis)	<b>General Fund reserve</b> >£1.25m = 😊 £1 - £1.25m = 😐 <£1m = 😞		The 2012/13 Final Reserves position is not available at the time of producing this report, and will be reported separately to Corporate Scrutiny in June and Executive in July.
3.3	<b>Next year's budget gap</b>	A balanced budget 2013/14	 Green	The 2013/14 Budget was approved by Full Council in February 2013. The Budget was balanced without the need to use General Reserves. Whilst this target has been achieved for 2013/14, and is therefore scored as Green, the longer term financial stability for the Council remains a challenge as highlighted in the Medium Term Financial Plan forecasts, with a 2014/15 Budget Gap currently forecast at £1.2m.

**3. MANAGING FINANCES** (ref Appendix B for detailed budget monitoring)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS		
3.4	Debt collection	Council Tax Target = 97.8%	 Green	<b>Quarter 4 actual = 98.04 %</b> (Q4 last year 2011/12 was 98.34%, 3 <sup>rd</sup> quartile, national average = 98.1%)		
		NNDR Target = 98.4%	 Green	<b>Quarter 4 actual = 98.88%</b> (Q4 last year 2011/12 was 99.22%, 1 <sup>st</sup> quartile, national average = 98.1%)		
		Housing Rent Target = 98.3% (= max arrears £340k)	 Amber	<b>Quarter 4 = 97.71% (arrears = £406k*)</b> (Q4 last year 2011/12 was 98.43%) * The arrears figure used for year end includes the rent debt for the week, which the tenants have until the end of the week to pay. It does not include any cash postings from the closedown Wed 27 March 2013 (3 working days). The arrears figure on Wednesday 10 April 2013 was £356,146.29.		
		Sundry Debts position	 Green		<b>End of Quarter 4 (as at 1 Apr 2013)</b>	<b>Last year (as at 1 Apr 2012)</b>
		In SAP only*		<b>Outstanding debt</b>	<b>£1.56M</b>	<b>£2.93M</b>
	<b>Aged debt over 90 days old</b>	<b>£0.78M</b>		<b>£1.24M</b>		
				The level of sundry debt (and split of debt over 90 days old) at the close of 2012/13 continued the positive trend from each of the preceding two years. Debts are closely monitored by Council services and are regularly reviewed by CMT to ensure debts receive corporate focus.		
3.5	Benefits subsidy	To achieve 100% subsidy	 Green	<b>Projection for 2012/13 = 100 %</b>		
3.6	<b>Procurement Transformation Project</b> Ensure TDBC realises benefits of the various transformation projects	Value of Procurement Savings against target	 Red	£2.89m initiatives have been signed off. £1.8m procurement savings delivered - this is significantly below initial expectations in 2007.  However, TDBC secured a £450k 'true up' payment from Somerset County Council. In effect this is a partial refund of our share of the Sw One procurement transformation project which was jointly funded by SCC and TDBC.		

## 4. KEY PROJECTS

Ref	PROJECT	Status	Key milestones	Key accomplishments	Key risks & issues
4.1	<b>Corporate Business Plan</b> (Simon Lewis)	 Green	<b>Phase 1 - Establish future savings profile</b> <ul style="list-style-type: none"> <li>Members' workshop 24 April</li> <li>Directors' interpretation and next steps for CMT by June</li> <li>Exec report re next steps July</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Business Plan approved by Full Council and communicated to organisation through Leads</li> </ul>	<ul style="list-style-type: none"> <li>Risk of failure to clarify service prioritisation</li> </ul>
4.2	<b>TDBC &amp; West Somerset Joint-working feasibility</b> (Paul Harding)	 Green	<ul style="list-style-type: none"> <li>Project Initiation complete mid-May.</li> <li>Information gathering &amp; Business Case completion by mid Sept.</li> <li>Council decision-making process Sept - Oct</li> </ul>	<ul style="list-style-type: none"> <li>Project team in place</li> <li>Project planning undertaken &amp; documentation in place</li> </ul>	<ul style="list-style-type: none"> <li>Lack of HR capacity due to assisting in 3 major TDBC corporate projects + day to day work for WSC &amp; TDBC</li> </ul>
4.3	<b>DLO Relocation feasibility</b> (Sue Tomlinson)	 Green	<ul style="list-style-type: none"> <li>Marketing complete and preferred bids selected 04/13.</li> <li>Business Case reported to Scrutiny, Exec &amp; Full Council (May – July)</li> </ul>	<ul style="list-style-type: none"> <li>All offers received March &amp; site options evaluations completed April</li> <li>Members briefing 7th May 2013</li> <li>Options report completed – report to Exec 12 June</li> </ul>	<ul style="list-style-type: none"> <li>Whole site offers are subject the removal of the Mast/Switch Gear.</li> <li>If it is decided not to sell, an asset management plan for the DLO site will be required.</li> </ul>
4.4	<b>Swimming Pools</b> (Alison North)	 Green	<ul style="list-style-type: none"> <li>Report Business case to Scrutiny 25 April</li> <li>Full Council decision 15 May</li> </ul>	<ul style="list-style-type: none"> <li>Sport England funding granted 03/04/13 (Taunton Pool)</li> <li>Decision made to proceed with new pool + spa</li> </ul>	<ul style="list-style-type: none"> <li>Project now moved to new phase – prepare to procure – this will require significant SW1 Property &amp; Procurement support</li> </ul>
4.5	<b>Community Infrastructure Levy</b> (Tim Burton)	 Amber	<ul style="list-style-type: none"> <li>Submission to the Examiner: w/c 25 March</li> <li>Examination: May-June 2013</li> <li>Final Charging Schedule presented to Full Council July- August 2013</li> <li>Implementation September 2013</li> </ul>	<ul style="list-style-type: none"> <li>Completed work on prioritization for Regulation 123 list.</li> <li>HPDG funding for CIL Governance Officer agreed.</li> <li>CIL Officer recruitment presented to Executive on 13.03.13.</li> </ul>	<ul style="list-style-type: none"> <li>Continued changes to the goalpost by Government = possible delays</li> <li>Wider Officer support at CIL Examination will be required to justify the Regulation 123 List - County and Borough.</li> </ul>
4.6	<b>Taunton Flood Alleviation Solutions</b> (Mark Green)	 Amber	<ul style="list-style-type: none"> <li>Completion of modeling and survey work (August 2013)</li> </ul>	<ul style="list-style-type: none"> <li>Project team in place</li> <li>Project planning &amp; key documentation (eg risk register) in place</li> </ul>	<ul style="list-style-type: none"> <li>Issue with obtaining sufficient survey data to back up theoretical modeling</li> </ul>
4.7	<b>Taunton Town Centre</b> (Ian Franklin)	 Green	<ul style="list-style-type: none"> <li>Project currently in start-up phase and project brief currently being scoped.</li> </ul>	<ul style="list-style-type: none"> <li>Agreement from partners to concept of 're-think' of town centre vision in light of new economic circumstances</li> </ul>	<ul style="list-style-type: none"> <li>NIDR delivery now approved</li> <li>Orchard Centre extension – new scheme now being planned. TDBC discussing with new owners</li> </ul>





## 5. KEY PARTNERSHIPS






Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS																									
5.1	Southwest One	Efficient delivery of in-scope services (basket of KPIs)	 Green	<b>Key Performance Indicators – Quarter 4 (2012/13)</b>																									
				<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;"></th> <th style="width: 15%;">No. of indicators</th> <th style="width: 15%;">No. of times measured in Q4</th> <th style="width: 15%;">No. on Target</th> <th style="width: 15%;">% on target</th> </tr> </thead> <tbody> <tr> <td>Monthly</td> <td style="text-align: center;">13</td> <td style="text-align: center;">13</td> <td style="text-align: center;">12</td> <td style="text-align: center;">92.3%</td> </tr> <tr> <td>Quarterly</td> <td style="text-align: center;">9</td> <td style="text-align: center;">9</td> <td style="text-align: center;">9</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Annually</td> <td style="text-align: center;">21</td> <td style="text-align: center;">21</td> <td style="text-align: center;">21</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">43</td> <td style="text-align: center;">43</td> <td style="text-align: center;">42</td> <td style="text-align: center;">97%</td> </tr> </tbody> </table>		No. of indicators	No. of times measured in Q4	No. on Target	% on target	Monthly	13	13	12	92.3%	Quarterly	9	9	9	100%	Annually	21	21	21	100%	Total	43	43	42	97%
					No. of indicators	No. of times measured in Q4	No. on Target	% on target																					
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Total	43	43	42	97%																									
<b>Quarter 4 KPI failures ☹️</b>	<b>Quarter 4 Successes 😊</b>																												
- Facilities Management – Building accessibility – failed in Jan on 1 occasion.	Other than one small KPI failure this quarter SWOne services have achieved KPI targets																												
Progress against key business objectives	 Green	<ul style="list-style-type: none"> <li>Service Development Plans for each SWOne Service is being agreed for 13/14</li> <li>CMT have now approved the draft ICT Strategy</li> </ul>																											
5.2	Tone Leisure 'More people, more active, more often'	Target 1% increase in total leisure visits	 Green	<b>Total usage grew by the budgeted 1% for 2012-13.</b> Swimming grew by 4% and Leisure Activity by 24% over the year which is encouraging.																									
		Progress against Tone Leisure key business objectives	 Green	Tone Leisure has had a challenging year with income impacted by the flooding in Vivary and ongoing challenges with Wellsprings Leisure Centre and membership yield. Despite this the work done to ensure costs could be flexed across the company has ensured we are forecast to make a small surplus once the audited accounts are completed.																									
5.3	Somerset Waste Partnership To increase participation in the recycling service through promotion and enforcement	% of household waste sent for reuse, recycling & composting	 Amber	<b>Full Year = 45.1% (Target = 45.4% &amp; Last Year 2011/12 was 46.2%)</b> Quarter 4 = 43.7 % (Quarter 4 2011/12 was 44.5%) Amber alert reflects slightly missing target (by 0.3%) and that recycling % has remained fairly static for the last 4 years, whereas the national average has increased (2011/12 = 43.4%). In 2011/12 TDBC was the 2 <sup>nd</sup> best of the 5 Somerset Districts.																									
		Residual household waste	 Red	<b>Full Year = 390.4 kg per household (Target = 380 kg &amp; Last Year 2011/12 was 390.9 kg)</b> Quarter 4 = 99.1 kg per household (Quarter 4 Last Year was 101.7 kg per household) Target missed but shows a slight reduction on 2011/12 actual. TDBC showing the lowest residual kg per household of all 5 Somerset Districts. The national trend shows a significant year-on-year decrease, however TDBC remains in the best quartile nationally (national average 2011/12 = 470kg)																									




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		Progress against SWP key business objectives	 Amber	<p>Waste performance monitoring is reported quarterly to the Somerset Waste Board – the last report was in March 2013 (period April 2012 – January 2013). The 2012/13 outturn report is expected in June.</p> <p>The Board also received a report in March ‘13 on progress of actions from the SWP Business Plan 2012-17. There are 31 actions in total, 19 of which are ‘Green’ (61%) and 12 are ‘amber’ (39%).</p> <p>The single major impact on the recycling rate has been an increase in the amount of material sent for landfill. Waste analysis in November 2012 (reported to the SWB in December 2012 and February 2013) indicated an increase in diversion of recyclable materials such as food waste, garden waste and rubble into kerbside bins.</p> <p>This coincides with a fall in trips to recycling centres, suggesting that people are reverting to using residual waste bins for material they previously separated or took to recycling centres.</p>
5.4	<b>South West Audit Partnership</b>	Target min 90% of 2012/13 Audit plan delivered	 Amber	<p><b>80% of planned audits as at end of Quarter three were completed or are at draft report</b> (please note would be 100% under previous year’s definition)</p> <p>There were a total of 39 reviews planned with 31 at report stage. A resource shortfall has impacted on the timeliness of the delivery against planned targets, although 100% of the 2012/13 audit plan will be delivered. Those in progress are materially complete in terms of the field work.</p>

## 6. PEOPLE (Human Resources)






Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
6.1	<b>Staff Sickness</b> Reduce sickness absence through strong absence management, revised policies & procedures, & training	Target = 8.5 working days max lost per FT employee	 Red	<b>7.33 working days lost as at end Dec 2012. Data for end of year still being entered. Red status due to quarter 3 and 4 sickness being generally higher.</b> In addition to the 5 bullet points provided in Q3 ongoing work includes :- - revised Absence Management policy drafted and circulated to CMT. Currently going to unions - Improved data being provided with monthly meetings continuing between HR Advisory and Retained HR Manager - Sourced and booked MIND Mental Health Training - Update of Wellbeing and Sickness Action Plan - Communication from Chief Executive to all staff re. reporting processes - Flu jabs provided for frontline staff - Improved ownership of sickness being set up via Theme Scorecards - A full report on all areas of Wellbeing and Sickness was drafted and presented to CMT and Leads by the Retained HR Manager with SWOne involvement.
6.2	<b>PRED / Training Plans</b> Maintain effective performance management of people and establish & deliver development needs	100% completion of PREDS	 Amber	T1 – Corporate Client 100%; T1 – Strategy and Corporate 100%; T1 – Legal and Democratic 100%; T2 – 98%; T3 – 55% (NB all booked in April – delayed from Qtr 4) T4 – 93% From 1 April 2013 SAP PREDS has been launched which will help manage the monitoring of PRED completion.
		100% completion of Learning & Development plans	 Green	All learning and development plans for 2013/14 submitted. L&D budget allocation submitted to and approved by CMT.
		100% delivery of 'essential' training activities (corporate training plan)	 Green	All training requests from TDBC have been delivered by Southwest One. Southwest One have co-ordinated training for TDBC in the last quarter in Health and Safety for managers, Presentation Skills, Employment Investigations and Dealing with Aggressive Customers
6.3	<b>Staff Turnover</b>	Target 12% (voluntary leavers as % of staff in post)	 Green	<b>Total turnover = 11.43% Voluntary turnover = 4.12%</b> Early retirement / redundancy = 0.35% Ill-health retirement = 0.17% End of contract/ dismissal = 1.56% Other = 5.71% TUPE = 3.46% The overall turnover result has been significantly altered by the TUPE transfer out of Car Parking staff in mid June 2012

6.4	<b>Improve Staff Satisfaction</b>	Results from staff survey / resulting action plan	 Green	Action Plan produced and agreed with Retained HR and Penny James. To be taken to Business Development Managers for them to own and take forwards in their areas.
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## 7. CORPORATE MANAGEMENT

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
7.1	<b>Corporate Governance Action Plan</b> Deliver the action plan, focussing on high priority areas	Deliver 95% of High priority Actions, and 80% of Medium priority actions by target dates	 Amber	The last Corporate Governance committee report was in December 2012 and is due to be reported again 20 <sup>th</sup> May. An exercise is currently being undertaken to assess the status and progress of <i>all</i> TDBC audit recommendations (external and internal audits). This is not yet fully complete, however the most recent review indicates that <b>83% (15 of the 18) external audit actions are on-track or now closed.</b> (inc 7/8 of High priority actions = 88%, and 8/10 Medium/Low priority actions = 80%)
7.2	<b>Audit &amp; Inspection</b> Ensure that statutory Audit & Inspection obligations are met	Internal audit findings	 Green	2012-13 Internal Audit Work: For the year there were 39 audits scheduled. The following audit assessments were reported in respect of these audits where complete or draft (draft reports could be subject to change):  <div style="margin-left: 20px;"> <span style="color: green;">😊</span> Substantial assurance = 5  <span style="color: green;">😊</span> Reasonable assurance = 14  <span style="color: orange;">😊</span> Partial assurance = 6  <span style="color: red;">😞</span> No assurance = 0                      Non-Opinion = 2                      Follow-up Audit work = 4                 </div> <p>Internal Audit (SWAP) reports quarterly on audit plan progress, assurance levels and priority recommendations to the Corporate Governance Committee (next report due June 2013).</p>
		2011/12 Final Accounts unqualified	 Green	The 2011/12 accounts received an unqualified opinion
7.3	<b>Equalities &amp; Diversity</b> Develop practices & policies based on Equalities Framework for Local Govt	Council reports including Equality Impact Assessments (EIA) (Target 100%)	 Amber	For the year 2012/13, 83% of all Executive reports that required an EIA had one (20/24 reports). NB – this was 100% in Quarters 3 and 4. A report detailing the TDBC Response to the Equality Act (ie Current Performance, SWAP Audit and Proposed Action Plan) was presented to the Corporate Governance committee March 2013. A Corporate Equalities action plan is now in place to address the areas for improvement identified in audits during 2012/13. Equalities refresher training for CMT is arranged 13 May.

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7.4	<b>Risk Management</b> To ensure major risks are managed by embedding Risk Mgt Strategy	Delivery of RM Strategy & Policy & Procedures	 Green	The Corporate Risk Register and status of the corporate risk management action plan was reported to the Corporate Governance committee March 2013. Risk Management processes continue to be implemented at strategic, operational and project levels throughout the Council. CMT now review the corporate and Theme risk registers as part of quarterly performance reviews. Project risks are highlighted and considered at monthly 'Programme Management Group' meetings (a recently launched new corporate projects 'board').
7.5	<b>Value for Money / Benchmarking</b> To ensure that Services provide excellent value for money	Council Tax charges – in lowest quartile	 Green	TDBC remains in the lowest quartile in 2012/13 (compared with all English Districts).  <i>Council Tax average band D tax bill - amount paid to local services (excluding parishes)</i>
		Target efficiency savings at areas with poor VfM	 Green	The Audit Commission's Annual Governance Report (2011/12) includes the 'value for money conclusion', and was reported to the Corporate Governance committee 24 Sept – an unqualified conclusion was issued stating that TDBC has ' <i>proper arrangements to secure economy, efficiency and effectiveness in out use of resources</i> '. Work is underway to understand 'value for money' and develop benchmarking to support decisions in allocating resources as part of the corporate business planning / profile of future service savings process.
7.6	<b>Asset Management</b> Develop the Council's Asset Management arrangements	Implementation of Asset Mgt Plan (AMP)	 Green	Action relating to surplus assets procedure outstanding
		Target 70% of maintenance spend planned	 Amber	As the budgets are managed by different people it is difficult to target funds in this way. Also limited budgets do not allow for the necessary expenditure to be committed to planned projects
7.7	<b>Health &amp; Safety</b> To raise the standard of Health & Safety knowledge & performance	Delivery of H & S Action Plan	 Green	Audit process underway in all four Themes.  H&S Intranet site has been reviewed and improvements made to make information more accessible. All DLO policies have now been uploaded. All TDBC Policies are available but require further consolidation to ensure easily accessible.  Training programme has been developed for DLO, with statutory and job specific training undertaken and planned. Leads invited to H&S refresher training. Accident trend analysis has identified training needs which are being addressed. Dynamic Risk Assessment cards issued for DLO and training delivered on use.