

# Taunton Deane Borough Council

**Executive – 11 September 2013**

**Financial and Performance Monitoring – Quarter 1 2013/2014**

**Joint report of the Performance Lead Officer and Financial Services Manager**

(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 Scrutiny 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 provides an update on the financial position and the performance of the Council to the end of Quarter 1 of 2013/14 (as at 30 June 2013). The monitoring of the Corporate Strategy, service delivery, performance indicators and budgets is an important part of the overall performance management framework.

The detailed 2013/14 financial position for Quarter 1 is provided in section 2 of this report although a high level summary is also included in the Scorecard (section 2).

The overall financial position of the Council remains within 1.1% of the approved budget.

The current forecast outturn for the financial year 2013/14 is:

- General Fund Revenue is an overspend of £149,000
- Housing Revenue Account (HRA) to remain within budget overall.

The Corporate Scorecard (aims, objectives, measures & targets) has been refreshed to reflect the new 2013 – 2016 Corporate Business Plan.

Analysis of the overall performance of the Council reveals that 59% of all performance measures are on target (ie Green alert).

Of the five 'Red' alerts within the scorecard, information has been provided in additional 'Key Risks/Issues/Impacts' sheets for: 'Family Focus' project (ref 3.2), Fly-tipping (ref 3.4), and Equality Action Plan (ref 6.5).

## 2. 2013/14 Financial Position – Quarter 1 Update

### Introduction

- 2.1 The overall financial position of the Council is that full year net spending is currently projected to outturn at a level 1.1% above that budgeted.
- 2.2 Members will be aware from previous experience that the position can change between 'in year' projections and the final outturn position. The budget monitoring process involves a detailed review of all budgets. Budget Holders, with support and advice from their accountants, regularly review the position and update their forecasts based on currently available information and knowledge of service requirements for the remainder of the year. As with any forecast there is always a risk that some unforeseen changes could influence the position at the year end, and a number of risks and uncertainties are highlighted within this report. However, the current forecast is considered to be reasonable based on current information.

### General Fund Revenue Account - 2013/14 Forecast Outturn

- 2.3 The current forecast outturn for the Council's General Fund services is an over spend of £149k (1.1% of Net Budget) for the financial year 2013/14. A summary of the General Fund Revenue Account budget and forecast for the year is included in **Annex A**.
- 2.4 There are a number of significant variances included within the reported overspend as updated from the budgeted position:
- a) **Deane Helpline:** There are various factors which have led to a projected overspend of £125k. Firstly, £19k of computer licensing costs previously included within ICT recharges, were not budgeted for. Furthermore, expenditure on equipment of £30k necessary for the operation of the service was not incorporated into the capital programme, and has instead been charged to revenue in the year. There has been £22k incurred in additional staffing costs, although an overall reduction in hours worked should help to mitigate this expenditure. Finally, the loss of major contract income (£53k) has severely impacted the service. An external review will begin shortly to identify ways of reducing the Council's future financial commitment.
  - b) **Rent Allowances:** This is a demand led service and the fluctuations in the number of people claiming benefit is outside of TDBC control. Due to the poor state of the economy and cuts in welfare benefits, customer's ability to repay overpaid benefit has been severely compromised and consequently, despite best efforts, recovery rates have deteriorated leading to a projected adverse variance of £160k
  - c) **Rent Rebates:** The factors influencing this service are the same as those set out in b) above; and it is anticipated that the full year impact on the budget will lead to an adverse variance of £58k.

d) **Somerset Waste Partnership:** The service overall is currently projected to underspend by £92k. The main variations arise from household waste collection which is currently underspent by £132k. This variance results from an £80k increase in garden waste fees, and from a £52k reduction due to contract fee amendments. However, some of these savings are offset by the predicted £40k overspend on the provision of recycling services.

2.5 Further information regarding the above and other reported variances to budget, together with the management action that has been taken, or is planned, is included in **Annex B**.

### **General Fund Reserves**

2.6 The General Fund reserve balance at the start of the year was £3.943m. Following approved budget allocations during the first quarter of 2013/14 the budgeted balance at the end of the current financial year has reduced to £2.333m (see **Annex C**).

2.7 If the current trend continues on all of the budgets highlighted above, and the Council takes no further corrective action in the year, the potential overspend of £149k would be transferred to this reserve, decreasing the projected balance to £2.184m at the end of the financial year.

2.8 This is well above the current minimum balance of £1.50m required in the Council's financial strategy.

2.9 The Council's Strategic Director (Section 151 Officer), has also commissioned a review of all earmarked reserves which will be completed later this year.

### **General Fund - Risk and Uncertainty**

2.10 Budgets and forecasts are based on known information and the best estimates of the Council's future spending and income. Incomes and expenditures over the financial year 2013/14 are estimated by budget holders and then reported through the budget monitoring process. During this process risks and uncertainties are identified which could impact the financial projections, but for which the likelihood, and/or amount are uncertain.

2.11 The following risks have been identified through the Q1 process:

a) **Deane Helpline Trading Account** – There is at the end of June, a significant predicted adverse variance against the approved budget for the year, which the Council will have to meet unless actions can be put into place to mitigate these costs. The service is under urgent review and the Theme Manager is working closely with external consultants engaged to consider options for future delivery.

b) **Building Control** – Income levels are below that expected at the end of the first quarter, and although savings from elsewhere within the service will offset this, careful monitoring of future levels of income is essential.

- c) **The DLO** – Is currently operating within its overall budget. Work is ongoing to review the DLO budgets in detail, but it is a complex organisation. There are significant monies involved in the DLO operation, and although the current forecast is at budget, all expenditures and incomes must be carefully monitored throughout the year.
- d) **Land Charges** – Changes in delivery of the service could potentially lead to a loss of income, although this cannot be quantified at this time.
- e) **Cemeteries and Crematoria** – The new Crematorium planned for Bridgwater may adversely impact upon income levels later this year, although the start up date of operation for the new facility is as yet uncertain.
- f) **Rent Allowances and Rent Rebates** – Budgets are being adversely impacted by factors such as the downturn in economic conditions, and through continued Government reductions in Welfare spending.
- g) **Year End Adjustments:** Certain items are not determine or finalised until the financial year end. For example the final assessment of provisions required for bad debts, and final allocations of support service recharges. These can result in potentially significant differences to current forecasts.

### **Forecast Outturn Summary – Housing Revenue Account**

- 2.12 A summary of the HRA revenue budget and forecast for the year is included in **Annex D**.
- 2.13 The current forecast outturn for the Council's Housing Revenue Account (HRA), is for overall spending and income to remain within budgeted parameters for the financial year 2013/14. However, there are a number of significant variances within both the overall income and expenditure budgets as set out in **Annex E**.
- 2.14 The provision for bad debts was increased in 2013/14 in the business plan due to the potential impact of the Welfare Reform Act. This has led to a forecast of additional rent income of £330k against the original budget as although Welfare Reform has had an affect, it is unlikely to fully impact the HRA in this financial year.
- 2.15 Conservative budgeting for the potential loss of income from void properties allowed for at 2%, has in fact led to projected additional rent incomes of £209k against budgeted levels based upon current trends.
- 2.16 Expenditure on void properties in the first quarter has been much higher than budgeted, and current forecasts show an expected spend for the year of £837k over target budget. Further work is being undertaken to establish the reasons for this spending and the management action needed. However, although it is known that the initial impact of Welfare Reform has increased the number of voids, the average length of time taken to make void properties available again for use has been reduced

to 17 days, and so rent income has not been adversely affected.

- 2.17 The likely capitalisation of much of the spending planned for asbestos removal this year has led to an expected underspend in revenue of £146k.
- 2.18 An underspend of £118k is currently forecast due to cautious budgeting for the cost of insurance claims i.e. works that could be claimed through the insurance policy, but do not meet the excess amount. This forecast will be dependent upon works actually needed, and so could change throughout the year.

### **HRA - Risk and Uncertainty**

- 2.19 As with the General Fund, budgets and forecasts are based on known information and the best estimates of the Council's future spending and income. Income and expenditure over the financial year 2013/14 is estimated by budget holders and then reported through the budget monitoring process. During this process risks and uncertainties are identified which could impact financial projections, but for which the likelihood and/or amount are uncertain.
- 2.20 The most significant risk to the current forecast is the potential underspend on the HRA Capital Programme as set from 2.36 below. The programme for the current financial year is entirely funded from HRA revenue resources, therefore an underspend in the capital budget will result in a related underspend in the revenue budget. Should this underspend materialise at the end of the financial year, recommendations in respect of any surplus funds will be included within the Financial Outturn Report.
- 2.21 The Council carries protection against risk and uncertainty in a number of ways, such as insurances and maintaining reserves.
- 2.22 Potential changes to the rent formula - the way in which the HRA is able to increase rents was unveiled as part of the Spending Review 2013. Rent convergence, whereby rents can be increased or decreased by up to £2 per week each year to bring them in line with 'target' rents, will cease after 2014/15. The HRA will not have reached rent convergence by this time, although the business plan assumes the continuation of rent convergence. The financial impact on the business plan is currently being considered.
- 2.23 Rent increases will now be linked to CPI rather than RPI in line with a move across Government to use CPI. The effect of this will depend on future inflation rate. These changes will be updated as part of the next Business Plan review.

### **Housing Revenue Account Reserves**

- 2.24 The HRA reserves ("working balance"), at the start of the year were £2.247m. Following approved budget allocations during 2013/14, the budgeted balance at the end of the current financial year is £2.047m (see **Annex F**).

### **Budget Changes**

- 2.25 The Original Budget for the year was approved by Full Council on 26 February 2013. The budget requirement for the Council may not remain static for the whole financial year, and officers may request changes to approved budgets during the course of the financial year, either in the form of: transfers to/from General reserves, known as “Supplementary Estimates and Returns” (either General Fund or HRA); or transfers between budgets, known as “virements”. Virements that are above £50,000 in value require Executive approval.
- 2.26 There are no proposed virements recommended for Executive approval at this time.
- 2.27 There are no new requested “Supplementary Estimates and Returns” in either the General Fund or HRA included in this report.
- 2.28 It should be noted that the pay award for 2013/14 has been confirmed at 1% which is the amount assumed within the Council’s budget.

#### **Deane DLO Trading Account**

- 2.29 The forecast year end outturn shows no significant departure at the end of June from the budgeted position. There is currently a great deal of work underway to more accurately align budgets within both Grounds Maintenance and Building Maintenance, and this will improve the ease and accuracy of reporting during the remainder of the financial year. It is also anticipated that further improvements to both management and financial reporting will result from the replacement of the DLO’s costing system (COSY), with the Capita OpenContractor system.
- 2.30 The DLO is continuing to implement the aforementioned replacement IT system, and work also continues on the depot relocation project.
- 2.31 A Trading Account Summary and Reserves Position Statement for the DLO are included in **Annex G**. The trading account reserves are reported as part of the General Fund Earmarked Reserves balance.

#### **2.32 Deane Helpline Trading Account**

The Deane Helpline Trading Account is predicted to make a full year loss of £125k, based upon the position at the end of the first quarter, as highlighted with 2.4a above. A review by external consultants will begin shortly to consider the future provision of this service, and to also identify ways of reducing the Council’s future financial commitment.

#### **Forecast Outturn Summary – General Fund Capital Programme**

- 2.33 The current forecast outturn for the Council’s General Fund Capital Programme is Net Expenditure of £12,706k, compared to the budget of £12,706k. The forecast variance is therefore zero for the financial year 2013/14. However, £6,843k has been reported as slippage (timing of spend) on projects into 2014/15.
- 2.34 A summary of the General Fund Capital Programme budget and forecast for the year

is included in **Annex H**.

### **GF Capital Programme Risk and Uncertainty**

- 2.35 The main issues regarding risk and uncertainty in the General Fund capital programme from a financial perspective is timing of expenditure. As highlighted above, there is likely to be a significant amount of slippage into 2013/14. There are however, other issues that will also be closely monitored:
- a. There may be an additional budget required for the purchase of DLO vehicles to support new projects. If and when this finance is needed, the appropriate approval will be sought and the budget funded from DLO reserves.
  - b. It is possible that there could be slippage on the Grants to RSLs budget of £187k into 2014/15, but this is dependant upon negotiations with the developer.
  - c. Expenditure on the Private Sector Housing projects is subject to demand and so expenditure could vary from the forecast.

### **Forecast Outturn Summary – Housing Revenue Account Capital Programme**

- 2.36 The current forecast outturn for the Council's Housing Revenue Account Capital Programme is for a net expenditure of £20.229m against a budget of £20.229m. The forecast variance is therefore zero. However, £10.571m has been reported as slippage (timing of spend) on projects into 2014/15.
- 2.37 A summary of the HRA Capital Programme budget and forecast for the year is included in **Annex H**.

### **HRA Capital Programme Variances**

- 2.38 There are a number of factors that affect the delivery of capital works and the service is applying a sensible flexible approach in response to prevailing circumstances and opportunities. The forecasts from the Housing department show that the projected spend is realistic. Opportunities to accelerate spend will be taken where possible, although the service must also of course ensure that there is no reduction in the value for money achieved.
- 2.39 Although spending on capital schemes is relatively low to date. This is primarily due to the fact that planned works at Creechbarrow Road (£6.667m) will not be completed for some time leading to a significant amount of slippage in 2014/15. However, decanting works are underway and it is envisaged that spend of approximately £1m will be incurred this year.
- 2.40 Another impact on the programme is that planned spending of £4.2m for the following projects; Phase 1 Vale View West Bagborough, Phase 1 Milton Close, Phase 1 Bacon Drive, and Phase 1 Normandy Drive will all be carried out over an extended timeframe and slippage from the 2013/14 programme will be required.

### 3. The Corporate Performance Scorecard (please see Appendix A)

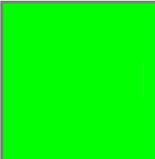
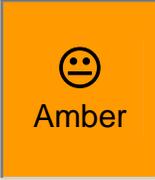
3.1 The TDBC Scorecard at **Appendix A** contains full details of Quarter 1 performance.

3.2 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.

3.3 Key to performance alerts:

	Reasons for alert	Notes
	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	

3.4 A summary / overview of the Quarter 1 scorecard (appendix A) is in the table below

Section	No. of measures				N/A	Trend (from last
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		Green	Amber	Red		quarter)
<b>Aim 1 - Quality Sustainable Growth &amp; Development</b>	9	4 (44%)	4 (44%)	1 (11%)		
<b>Aim 2 - A Vibrant Economic Environment</b>	8	7 (88%)	1 (12%)			
<b>Aim 3 - A Vibrant Social, Cultural and Leisure Environment</b>	9	5 (56%)	2 (22%)	2 (22%)		
<b>Aim 4 – A Transformed Council</b>	5	4 (80%)	1 (20%)			
2) Managing Finances	14	8 (57%)	5 (36%)	1 (7%)		
3) Corporate Health	12	5 (45%)	5 (45%)	1 (9%)	1	
<b>TOTALS</b>	<b>57</b>	<b>33 (59%)</b>	<b>18 (32%)</b>	<b>5 (9%)</b>	<b>1</b>	

**KEY:**



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



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



= No change

### 3.5 Corporate Performance Scorecard changes for 2013/14

3.5.1 The corporate performance scorecard was introduced in 2009/10 and has remained largely unchanged since then. CMT have reviewed the structure and content of the scorecard to better reflect the new Council's priorities following the change from the previous Corporate Strategy to the new Corporate Business Plan (2013 – 2016).

3.5.2 The key changes are:

- Corporate aims, objectives and measures have been refreshed (Section 1)
- Corporate projects section removed and incorporated within section 1
- Service delivery section removed and replaced with **additional appendices** in provided by Theme Managers – Theme 'Exceptions & Highlights' reports (See Annex J). Full versions of Theme scorecards will also be made available to Members on the Members' Portal.
- The new 'Corporate Health' section incorporates: Human Resources, Customer Service and Corporate Governance measures.
- The scorecard template now includes two new columns: Quarterly trends, and the relevant Portfolio shown against each measure

3.5.3 From Quarter 2 onwards, in addition to the corporate overview, one Theme Manager each quarter will attend the Scrutiny committee meeting to provide a more in-depth

report on that Theme's performance & progress of key projects and activities. Each Theme can therefore be reviewed once in a 12 month cycle.

3.5.4 A summary of the whole performance reporting framework is shown below. This indicates where other performance information can be obtained relating to a wide variety of services, partnerships, projects, and strategic aims and objectives.

<b>What</b>	<b>Responsible officer</b>	<b>Where</b>	<b>When</b>
<b>Corporate scorecard &amp; financial monitoring</b>	Dan Webb / Paul Fitzgerald	~ CMT ~ Corporate Scrutiny ~ Executive	Quarterly
<b>Theme scorecards</b>	Theme Managers	~ CMT ~ <i>Members' Portal</i> ~ <i>PFH briefings</i>	Quarterly
<b>Corporate Programmes</b> (major projects - Growth & Regeneration' Transformation)	Simon Lewis	Programme management Group	Monthly
<b>Southwest One</b> Performance / KPI monitoring	Richard Sealy	~ Corporate Scrutiny ~ Client KPI monitoring	6-monthly Monthly
<b>Somerset Waste Partnership</b> Performance monitoring report	Richard Sealy	~ Waste Board ~ Members' Portal	Quarterly
<b>Somerset Waste Partnership</b> Annual business plan	Richard Sealy	Corporate Scrutiny	Annual
<b>Tone Leisure</b> Performance report	Chris Hall	Community Scrutiny	6-monthly
<b>Housing Services</b> Performance indicators report	James Barra	Tenant Services Management Board	Quarterly
<b>Somerset West Private Sector Housing Partnership</b>	Richard Sealy?	~ SWPSHP Board ~ Client KPI monitoring	~ ~ Monthly
<b>South West Audit Partnership (SWAP)</b> - progress of audit plan	Shirlene Adam	~ Corporate Governance Officer's Group ~ Corporate Governance committee	Quarterly
<b>Project Taunton</b>	Mark Green	Project Taunton Steering Group	bi-monthly
<b>DLO transformation</b>	Chris Hall	DLO Steering Group	
<b>Climate Change</b>	Simon Lewis	Carbon Management Steering Group	Bi-monthly
<b>Taunton Deane Partnership - Priority Areas Strategy</b>	Simon Lewis	~ TDP Executive ~ TDP Board ~ Community Scrutiny	

#### 4. Finance Comments (from the Strategic Finance Officer / Deputy S151 Officer):

- i) The budget monitoring process has been improved and provides confidence in the year end projections set out within the report. However, the current forecast is based upon the best available current information, and the overall financial position will undoubtedly change as the year progresses.
- ii) The economic climate continues to have an adverse impact upon aspects of our revenue budget. The main variances identified within General Fund revenue relate to a relatively small number of services, but these can have a significant impact on the overall financial position.
- iii) CMT and managers will continue to monitor the budget position throughout the year.
- iv) There are no significant issues currently within the HRA. Similarly there are no specific concerns within either the General Fund or the HRA capital programmes other than slippage.

## **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 (ref Scorecard section 1)

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

Please see section 3.4 of the Scorecard for those areas contributing to the above

## **8. Equalities Impact**

Ref scorecard section 6.5 for details of equalities progress within the council.

## **9. Risk Management**

Ref scorecard section 6.6 for details of risk management progress within the council.

## **10. Partnership Implications**

A number of corporate aims and objectives reported within the corporate scorecard are delivered in partnership with other organisations. Performance issues relating to specific partnerships are reported within the more detailed Theme scorecards (for example 'Corporate & Client'), as well as various other partner specific reports as described in the overall performance reporting framework – please see 3.5.4 above.

## **11. Recommendations**

- 11.1 It is recommended that the Executive reviews the Council's performance as at the end of Quarter 1, taking corrective action or requesting further information from Theme Managers where necessary.

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Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
<b>SECTION 1) CORPORATE BUSINESS PLAN – strategic aims &amp; objectives</b>						
<b>Aim 1) Quality Sustainable Growth &amp; Development</b>						
1.1	<b>Objective 1</b> Increase number, quality & range of housing / affordable housing	Creechbarrow Rd redevelopment project	G	New	<b>Overall Project Status.</b> Planning application submitted; contractor selection underway and tender process to commence Q3 2013. Start on site scheduled for Q4.	Housing
		Number of affordable homes delivered	G	↑	<b>Annual affordable homes target - 200 homes.</b> <b>53 affordable homes have been completed</b> , including the first affordable homes at Monkton Heathfield. There are a further 116 homes in the pipeline and it is anticipated there will be an increase in affordable homes being sold through the Help to Buy initiative to enable the 200 homes target to be met	Planning Transport and Coms
		Deliver sustainable urban extensions	A	New	Discussions continue with developers in an attempt to overcome issues relating to bringing forward the Monkton Heathfield developments. The Council has successfully applied to the CLG for capacity funding and been awarded £500k to help resolve these issues Work is progressing on preferred options consultation which will include Comeytrove/Trull.	Planning Transport and Coms
		Maintain 5 year supply of ready to develop housing sites	A	↓	2012 Strategic Housing Land Availability Assessment = We have a 5.57 year supply of ready to develop housing sites. The requirement for a 5% or 20% buffer (raised by Inspectors) is under negotiation, Amber alert reflects this uncertainty.	Planning Transport and Coms
		Major Planning applications processed in target time	R	↓	<b>Target 60% of Major Development planning applications (large and small scale) determined within 13 weeks.</b> <b>Quarter 1 2013/14 = 56.25%</b> (9 out of 16 applications determined within 13 weeks). Quarter 1 Last year = 57.14% (4 out of 7 applications determined within 13 weeks). Between January and June 2013 there has been a vacant Major Applications Officer post, there has also been an increase in the number of Major applications made during Quarter 1 compared to Quarter 1 12/13.	Planning Transport and Coms
1.2	<b>Objective 2</b> Delivering infrastructure	Firepool Project	A	New	<b>Target - Planning permission achieved by Summer 2014.</b> We need to agree and implement a process for obtaining Planning permission on Northern site. Telecoms mast removed from Unit 5 Canal Rd (at no cost to TDBC) - building now scheduled for demolition Jan 2014 latest. Various occupier opportunities being actively pursued. Existing masterplan will be reconsidered as part of the wider town centre rethink project.	Planning Transport and Coms
		Flood alleviation solutions project	A	↔	<b>Overall Project Status.</b> Access obtained to likely site of upstream storage facility and initial indications are that there are no likely ecological / environmental 'show stoppers'. Funding to deliver potential schemes remains uncertain. Partnership working with the Environment Agency / project governance in place. Project Initiation Document drafted, Risk & Issues register in place, project plan being developed - indicative timescale for completion c2018.	Planning Transport and Coms

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
		Community Infrastructure Levy (CIL)	G	↑	<p><b>Target - Adopt CIL by April 2014.</b></p> <p>CIL examination to take place 24/25 July 2013. Plans on track to adopt CIL in April 2014.</p>	Planning Transport and Coms
		Strategic Transport Initiatives (NIDR, J25)	G	New		Planning Transport and Coms

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
<b>Aim 2) A Vibrant Economic Environment</b>						
2.1	<b>Objective 3</b> Improving perception of Taunton, attracting new businesses & supporting existing ones	Taunton Town Centre 'rethink' project	G	↔	<b>Overall Project Status.</b> Project brief agreed and expressions of interest sought - submissions due to be received 2 Aug with interview & selection w/c 26 Aug - appointment/start by 9 Sept. Report and presentation on findings & recommendations to Members during Qtr 3.	Planning Transport and Coms
		Marketing & promotion of Taunton	G	New	<b>Target - Complete 4 programmes to market and promote Taunton Deane to businesses:</b> 1. Taunton Means Business - Awareness raising campaign carried out in Q1 has resulted in increased number of investment enquiries 2. Project Taunton - 1:1 liaison with developers of key town centre sites in Taunton ongoing 3. Into Somerset - ongoing liaison with Somerset Chamber, including re EDF supply chain 4. Taunton Town Team - proactive approach to retailers to attract them to Taunton	Planning Transport and Coms
		Business Improvement District (BID)	A	New	<b>Target - Achievement of a successful BID ballot in April 2014.</b> Taunton Town Centre Company is currently discussing with its Members and other town centre businesses the appetite and demand for a further BID. If supported the BID ballot would be held in March 2014	Planning Transport and Coms
		Taunton town centre shop vacancy rate	G	New	<b>Target - Low vacancy rate.</b> Current vacancy rate is 8.5% against a national average of 14.1% (May 13). Several new negotiations are taking place on premises in the town centre.	Planning Transport and Coms
2.2	<b>Objective 4</b> Increasing economic activity	Employment & skills projects	G	↔	Job Clubs at Halcon, Priorswood and Wellington - Delivered by Vista during 2012/13 - there were 2195 attendances over the 12 months for various levels of assistance, including CV writing, IT Skills, etc. There were 50 people who found full-time employment and 139 undertook a social action/informal learning course/work experience placement. The SLA for the three job clubs for 2013/14 has just been reawarded to Vista. <i>No data available for Q1</i>	Planning Transport and Coms
		Employment land (delivery & take-up)	G	New	<b>Target - Achieve 100% of employment land requirements as per Core Strategy by 2028.</b> Employment land developed 2006-13 = 16,926 sq.m. office and 15.76 ha industrial which equates to 34% and 43% respectively of total requirements to 2028. A further 71,194 sq.m. office and 63.31 ha industrial land is committed or allocated for development. This is monitored annually. A second strategic employment site is to be sought through the Site Allocations Plan.	Planning Transport and Coms
		Inward investment	G	↔	17 Inward investment enquiries have been received in this quarter. Enquiries have come from the following sectors: ICT, retail, electric vehicle development, restaurant/leisure, logistics and childcare. £140,000 of £400,000 awarded in Investment grants.	Planning Transport and Coms
		Local Business Development and Support	G	↔	<b>Target - Delivery of Business Support Action Plan (including delivery of 4 Business information events in 2013/14 and small business grants).</b> 10 small businesses supported through the Small grants fund totalling £5,000. Action plan of targeted support to businesses has been developed. October business fair planned in Wiveliscombe. Signposting to relevant training and development opportunities given to businesses.	Planning Transport and Coms

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
<b>Aim 3) A Vibrant Social, Cultural and Leisure Environment</b>						
3.1	<b>Objective 5</b> Working with partners to encourage strong, informed & active communities	Priority Areas Strategy (PAS) – progress of projects	G	↑	Strong informed and active communities - All projects Green Access to services information and advice - All projects Green or Amber except 'Access to Health' due to decommissioning of surgery in Halcon. Improve lives of the most vulnerable households - All projects Green or Amber apart from Family Focus (see 3.2) Improve the look and feel of the local area - All projects Green The TDP has agreed a new action plan with additional projects, a new scorecard will be reported at Q2.	Community Leadership
		Halcon One Team (& 'Hub')	G	New	The Halcon One Team has been operating for twelve weeks under a joint Avon and Somerset Constabulary and Taunton Deane Borough Council pilot project. Professionals from eleven separate organisations have now formed a coordinated team, meeting three mornings a week, where daily demands effecting the Halcon ward are discussed, reviewed and actions set for delivery. In total 191 joint actions have been set and achieved. The Halcon One Team pilot has also identified ten key themes for future development, these include Domestic Violence, Drugs, Safeguarding, Unemployment, Education, Youth Diversion, Money Management, Environment, Tenant Management and Information.	Housing
		Health & Wellbeing strategy	G	New	<b>Target - Develop Action Plan by April 2014.</b> Audit to be carried out and action plan developed from the audit. Currently there is a lack of officer resource to deliver these actions.	Community Leadership
3.2	<b>Objective 6</b> Working with partners to improve the lives of our most vulnerable households	'Family Focus' (Troubled Families) project	R	New	<b>Target - To have engaged and worked with 127 families by December 2013.</b> Currently working with <b>47 families</b> . Project moving from using existing partnership resources to dedicated Family Support Workers. Family Support Workers will be in post from July 2013. We are currently behind where we would expect to be due to delays in recruitment, however will quickly increase the number of families worked with from early August. <b>Separate Risks/Issues/Impacts appended.</b>	Community Leadership
3.3	<b>Objective 7</b> Facilitating and supporting cultural and leisure opportunities	Swimming Pool projects	G	↔	<b>Overall Project Status.</b> Station Road Pool Refurbishment - is well on track. Project Management team and the Design Team have been procured, site surveys have and continue to be carried out. Closedown is still on track for anticipated Oct/Nov. New Blackbrook Pool - the project team are progressing the VAT issue, Hawkins Trust discussions, Lease requirements with Tone Leisure procurement options and preparation.	Sports Parks Leisure
		Develop a new community leisure strategy	A	New	<b>Target - Develop Community Leisure Strategy by April 2014.</b> Uncertain achievable by target date due to lack of staff resource due to focus on Pools project. Parks and Open Spaces strategy review and update is in progress. The results of this will then feed into an overall draft leisure strategy which will combine our allotment, play and sports strategies that will provide an overall plan aligned to TDBC Business Plan and Wellbeing Agenda.	Sports Parks Leisure
		Taunton town centre events programme	G	New	Taunton Events Group continues to plan and deliver a comprehensive programme of events throughout Summer 2013. Marketing material produced to promote events every weekend during June to August. Somersetfest on 15th June very successful. A celebration of procession, music and performing arts throughout Taunton town centre. approx 15,000 additional visitors to the town centre (up 25%). Planned new events include Our Big Gig (13 Jul), Shakespeare Festival (8-10 Aug) and street performance.	Planning Transport and Coms

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
		Brewhouse theatre	A	New	<p><b>Target - Develop a sustainable solution for the Brewhouse Theatre.</b></p> <p>Negotiations with Administrator continuing over acquisition of lease on the property. Consultant (David Pratley Associates) appointed to advise Council of options to reopen the theatre. He is currently liaising with interested parties to ascertain local support and capacity to operate the venue. Member Steering Group set up, due to report back to Members in Autumn.</p>	Planning Transport and Coms
3.4	<b>Objective 8</b> Maintaining clean streets, good quality parks, open spaces and leisure & cultural facilities	Fly-tipping	R	↓	<p>Enforcement action is taken by the Environmental Protection Team wherever there is evidence that can be pursued. Actual fly tip numbers are as follows: Q1 2013/14 = 152 Q1 Last year = 144</p>	Env Services Climate Change
		Parks & open-spaces	G	New	<p>New investments in play equipment have been made at Hamilton Gault and the new social space at the Wellington pavilion has been handed over to the cricket club. No new surveys have been undertaken at this stage</p>	Sports Parks Leisure

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
<b>Aim 4) A Transformed Council – key projects of the transformation programme:</b>						
<b>Objective 9) Achieving financial sustainability; Objective 10) Transforming services; Objective 11) Transforming the way we work</b>						
Ref	Project	Alert	Trend	Key Milestones	Key Accomplishments	Key risks/Issues
4.1	TDBC & West Somerset joint-working feasibility	G	↑	<ul style="list-style-type: none"> <li>Project Initiation complete mid-May.</li> <li>Submit bid for Transformation funding 11th July</li> <li>Complete Business Case mid Sept.</li> <li>Council decision-making process Sept - Oct</li> </ul>	<ul style="list-style-type: none"> <li>Project team in place and Project planning undertaken &amp; documentation in place</li> <li>Communications approach positive (newsletter, briefings &amp; workshops)</li> <li>Draft bid created and circulated</li> <li>Met with key stakeholders and Unison and members</li> <li>Visit to South Oxfordshire.</li> <li>Reports on joint Chief Executive prepared for Members.</li> </ul>	<ul style="list-style-type: none"> <li>OPPORTUNITY – to make connections with other orgs (eg Exmoor Nat Park)</li> <li>RISK – To continuation of project if Members decide not to progress with the project at any stage.</li> </ul>
4.2	Customer Access & Council Accommodation	G	↔	<ul style="list-style-type: none"> <li>Develop business case to provide cost effective office accommodation and customer access that meets the needs of the community.</li> <li>Agree project plan and risk assessment Aug 2013.</li> <li>Complete research of all shared accommodation opportunities including off site visits.</li> <li>Full business case to Full Council in December 2013.</li> </ul>	<ul style="list-style-type: none"> <li>Project approved by Full Council &amp; resources allocated</li> <li>Project manager appointed &amp; team assembled</li> <li>SMART officer tour completed</li> <li>High level principles agreed</li> <li>Deane House valuation and Firepool new build costs requested</li> <li>Customer channel matrix in progress.</li> <li>Communications and FAQs drafted.</li> <li>Deane House condition survey completed.</li> <li>Staff ways of working study completed.</li> </ul>	<ul style="list-style-type: none"> <li>RISK – Some slippage of timescales due to officer leave and waiting for third party information.</li> <li>RISK – Failure to produce positive business case and upfront investment too expensive.</li> <li>RISK – No partners identified for joint solutions.</li> <li>RISK – Conflicting demands on available resources.</li> <li>RISK – Achieving cross political party support.</li> <li>RISK – Development constraints; access, flooding, tree protection orders and environment, existing car parks, pool parking.</li> <li>RISK – Failure to join up with overlapping projects Asset Strategy, West Somerset projects.</li> </ul>
4.3	Asset Strategy	G	↑	<ul style="list-style-type: none"> <li>Agree Project Initiation Document &amp; complete Scope of Work by 31st May 2013.</li> <li>Procurement of external expertise w/c 12th Aug 2013.</li> <li>Draft Strategy &amp; DMF to CMT for review late Sept</li> <li>Strategy to Full Council Oct 13</li> <li>Implementation from Nov 13</li> </ul>	<ul style="list-style-type: none"> <li>Members agreed funding for project May 13.</li> <li>Completion of the Request for Quotation document.</li> <li>Commencement of the Procurement process.</li> <li>Progress update provided to Portfolio Holder and Shadow.</li> </ul>	<ul style="list-style-type: none"> <li>Issue – Production of Strategy may not be achievable by October due to tight timescales and dependence on external expertise.</li> <li>Issue – Potential overlap with other projects (customer access/Accommodation, Pools and DLO relocation, West Somerset) more joined up approach required.</li> </ul>

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)			Portfolio
Ref	Project		Alert	Trend	Key Milestones	Key Accomplishments	Key risks/Issues	
4.4	DLO depot relocation feasibility		G	↔	<ul style="list-style-type: none"> <li>Marketing complete and preferred bids selected 04/13</li> <li>Assess changes to offers received and feasibility of an alternative site July 2013</li> <li>Bidders interviews 29th July 2013.</li> <li>Present report to Scrutiny and Executive August 2013 (was May)</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>Revised bid received July 2013.</li> </ul>	<ul style="list-style-type: none"> <li>Risk – All offers subject to negotiation which could affect business case.</li> <li>Risk – Cost implications and need for asset management plan to be developed if decision made to not relocate.</li> <li>Risk – Bidders may retract offers if decisions are not timely.</li> <li>Risk – Other potential sites may be identified which will effect timescales of project.</li> </ul>	
4.5	Southwest One Review		A	New	<ul style="list-style-type: none"> <li>Approval will be sought via Scrutiny and Full Council prior to any decisions being made.</li> </ul>	<ul style="list-style-type: none"> <li>Project team formed</li> <li>Governance arrangements in place.</li> </ul>	<ul style="list-style-type: none"> <li>Issue - Currently in commercial discussions with Southwest One, this is taking longer than anticipated.</li> <li>Key Risk - Negative impact on staff if procedures are not correctly followed/poor and untimely communications.</li> </ul>	

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
<b>SECTION 2) MANAGING FINANCES</b>						
5.1	<b>Budget monitoring</b> To control spending within approved budget total for the year	<b>a) General Fund Revenue</b> within 1% = ☺ 1 – 2% = ☺ over 2% = ☹	A		At the end of June 2013, the Council's net outturn for General Fund services based upon current trends is <b>predicted to be £149k (1.1%)</b> above budgeted levels. This variance is due to a range of factors as outlined within the report. Regular monitoring processes are in place, and appropriate actions will be determined and implemented as required. (For detail see Section 2 of main report)	Corp Resources
		<b>b) General Fund Capital</b> within 2% = ☺ 2 – 3.5% = ☺ over 3.5% = ☹	G		Spending within the General Fund capital programme is at budgeted levels (For detail see Section 2 of main report)	Corp Resources
		<b>c) Housing Revenue (HRA)</b> within 0.5% = ☺ 0.5 – 2% = ☺ over 2% = ☹	G		There are a number of significant variances from both planned levels of income and expenditure. However, when these are netted together the actual predicted outturn after the first quarter, is that the HRA is operating within overall budgeted parameters (For detail see Section 2 of main report).	Corp Resources
		<b>d) HRA Capital</b> within 2% = ☺ 2 – 3.5% = ☺ over 3.5% = ☹	G		Spending within the HRA capital programme is low at the end of quarter 1, but in line within the anticipated spending profile (For detail see Section 2 of main report).	Corp Resources
		<b>e) Council Tax Support</b> within £25k = ☺ £25k-£50k = ☺ over £50k = ☹	G		Spend remains below budget at this time with new claims being made daily as expected. Caseload is steady Expenditure for LCTS is under budget by £134k The net adjustment figure for CTB is £17k in the Council's favour - i.e. we have identified more overpayments of CTB than underpayments for periods before 31/3/2013 - all of which are recoverable and we get to keep all that we collect (or at least 10% of it as the remainder will go to other preceptors)	Corp Resources
		<b>f) Business Rates</b> Net rate yield	G		The yield remains consistent each month and the forecast appears to be robust at this time. Work continues to integrate the numbers making sure we understand all positive and negative activities that affect Business Rates.	Corp Resources
5.2	<b>Reserves</b> To maintain an adequate reserve (based on financial risk analysis)	<b>General Fund reserve</b> >£1.25m = ☺ £1 - £1.25m = ☺ <£1m = ☹	G		The opening General Fund reserve balance as at the 1 April 2013 of £3,943k, has been significantly reduced by subsequent allocations including £1,500k to the Blackbrook Swimming Pool project. The revised balance of £2,333k would be further reduced by £185k if the current year predicted outturn proved to be accurate, although the <b>residual balance of £2,148k</b> would still be above minimum requirement of £1,500k (For detail see Section 2 of main report).	Corp Resources
5.3	<b>Next year's budget gap</b>	A balanced budget 2014/15	A	↓	The Business Plan Project has clarified the vision and high level objectives of the Council; more work is now needed to develop our approach to translating this into our approach to savings targets. This is underway and further reports will be shared at Scrutiny Shortly	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
5.4	Debt collection	a) Council Tax Target = 97.8%	A	↓	<b>Actual for Q1 = 34.84%</b> The target for Q1 = 35.29% Slightly behind target. We are monitoring this closely in view of the potential impact of the introduction of local CTS	Corp Resources
		b) NNDR Target = 98.4%	G	↔	<b>Actual for Q1 = 33.97%</b> The target for Q1 = 33.29%	Corp Resources
		c) Housing Rent Target = max arrears £360k)	A	↔	The figure for rent arrears is <b>£391,302</b> . The target for the year is £360K. The estates team are working on rent arrears as a priority in view of the welfare reform and introduction of universal credit next year.	Housing
		d) Sundry Debts position (In SAP only*)	A	↓	There is good progress with the levels of debt in the sundry debtor system. Further work needs to be done on the debt over 90 days as some of the debts may be being paid via installments. <b>As at 1st July 2013 debt = £1.05m</b> As at 1st July last year debt = £2.39m  <b>As at 1st July 2013 debt over 90 days old = £0.53m</b> As at 1st July last year debt over 90 days old = £1.48m	Corp Resources
5.5	Benefits subsidy	To achieve 100% subsidy	G	↔	On target The lower threshold for TDBC is £153k pa. The predicted outturn is £43k leaving us with a £90k safety net.	Corp Resources
5.6	Procurement Transformation Project Ensure TDBC realises benefits of the various transformation projects	Value of Procurement Savings against target (based on 'loan' repayment figure)	R	↔	Latest released figures from the Procurement Consolidated Update Report are to 31/05/2013. <b>£2.891m of savings initiatives agreed to date of which £1.704m has been delivered.</b> The balance is not yet due to be delivered (the remainder will be delivered over future months/years within the lifetime of the SwOne contract).	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
<b>3. CORPORATE HEALTH (People, Customer Service, &amp; Corporate Governance)</b>						
6.1	People	a) Staff sickness			Target = 8.5 max working days lost per FT employee Awaiting Data - BVPI Report due for Q1 in August 2013	Corp Resources
		b) Staff Turnover	G	↔	<b>Target - 12% (voluntary leavers as % of staff in post)</b>  Total turnover for Q1 = 2.63% Voluntary turnover for Q1 = 1.75%	Corp Resources
6.2	Delivering customer driven services To deliver customer focussed services, achieving high levels of customer satisfaction.	a) Calls resolved at 1 <sup>st</sup> point of contact	G	↔	<b>Target - for Contact Centre 92 %.</b> <b>Quarter 1 actual = 97.24%</b> Total for Year = 97.24% (Qtr 1 last Year = 94.37%)	Corp Resources
		b) Calls answered within 20 seconds	A	↓	<b>Target - for Contact Centre 80 %.</b> <b>Quarter 1 actual = 77.95%</b> Total for Year = 77.95% (Qtr 1 last Year = 81.45%)  7,946 out of 36,042 answered waited longer than 20 seconds - higher than previous activity on Council Tax recovery has led to increased calls into the Contact Centre at peak periods and this is being discussed at present	Corp Resources
		c) Calls abandoned	G	↔	<b>Target for Contact Centre &lt;5%.</b> <b>Quarter 1 actual = 3.88%</b> Total for Year = 3.88% (Qtr 1 last Year = 4.16%)	Corp Resources
		d) Customer Feedback (Complaints & Compliments)	A	↔	<b>Target - 100% of complaints responded to within 10 days.</b> <b>83% complaints being responded to within target 10 days</b> (Qtr1 last year = 65%) Total number of feedback recorded Qtr 1 = 59 (Qtr1 last year 2012/13 = 78) Total number complaints Qtr 1 = 30 (Qtr1 last year 2012/13 = 29) Total number compliments Qtr 1 = 20 (Qtr1 last year 2012/13 = 46)  2012/13 Ombudsman Report = 9 complaints received (National average = 10)	Corp Resources
		e) Freedom of Information (FOI) requests	G	New	<b>Target - 75% of queries answered within 20 working days of receipt.</b> <b>81% were answered &amp; closed within 20 working days.</b> Quarter One received = 149 requests.	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
6.3	<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	A	↔	The last Corporate Governance committee report was 20th May. <b>High priority actions = 88% (7 out of 8)</b> <b>Medium/Low priority actions = 80% (8 out of 10)</b> 83% (15 of the 18) external audit actions are on-track or now closed. The 2012/13 audit plan was presented to the Corporate Governance committee in June, and Financial Statements & Value for Money conclusion to be reported in September.	Corp Resources
6.4	<b>Audit &amp; Inspection</b> Ensure that statutory Audit & Inspection obligations are met	Internal audit findings	A	↓	2013-14 Internal Audit Work: In relation to quarter one there were ten reviews. The following audit assessments were reported in respect of these audits where complete or draft (draft reports could be subject to change):  Green - Comprehensive assurance = 0 Green - Reasonable assurance = 0 Amber - Partial assurance = 1 Red - No assurance = 0 Non-Opinion = 1 Follow-up Audit work = 1  Note due to the position in the year an initial assessment at this stage may not be representative. Internal Audit (SWAP) reports quarterly on audit plan progress, assurance levels and priority recommendations to the Corporate Governance Committee (next report due September 2013).	Corp Resources
6.5	<b>Equalities &amp; Diversity</b> Ensure compliance with general & specific duties of Equalities Act 2010	Delivery of corporate Equalities action plan	R	New	<b>Target - To deliver all actions by target date.</b> Some key elements of the Corporate Equality Action Plan are yet to be delivered, all elements of the action plan in response to the recent SWAP audit will be delivered by end of year 2013. <b>Separate Risks/Issues/Impacts appended.</b>	Community Leadership
6.6	<b>Risk Management</b> To ensure major risks are managed by embedding Risk Mgt Strategy	Delivery of RM Strategy & action plan	G	↔	The Corporate Risk Register and status of the corporate risk management action plan was reported to the Corporate Governance committee 24 June 2013. Risk Management processes continue to be implemented at strategic, operational and programme/project levels throughout the Council. CMT review and update the corporate and Theme risk registers as part of quarterly performance reviews (last review 8 May, and next review 31 July). Total of 18 corporate risks: 10 'Red'; 7 'Amber'; 1 'Green' - all Red & Amber risks are being actively managed.	Corp Resources
6.7	<b>Health &amp; Safety</b> To raise the standard of Health & Safety knowledge & performance	Delivery of Corporate H & S Action Plan	A	↓	Compliance audit continues to be undertaken in all Themes. Some additional progress has been made on share point/policy updates. Request for DSE assessors has gone to leads, with training in September. Accident reporting procedure are being reviewed and the H and S Advisor has been consulting UNISON, management and relevant staff with a view to a proposal being considered by the H and S Committee in July 2013. SWAP Audit actions being reviewed as there has been some slippage.	Corp Resources

## GENERAL FUND REVENUE ACCOUNT SUMMARY 2013/14

	Original Budget £k	Current Budget £k	Forecast Outturn £k	Forecast Variance £k	
<b>Service Portfolios</b>					
Community Leadership	1,010	1,013	1,003	(10)	
Corporate Resources	2,165	2,147	2,349	202	
Economic Development, Asset Management, Arts & Tourism	991	1,416	1,466	50	
Environmental Services	4,229	4,291	4,172	(119)	
General Services	1,235	1,367	1,372	5	
69 Housing Services	2,599	2,607	2,594	(13)	
Planning, Transportation & Communications	(1,351)	(1,331)	(1,428)	(97)	
Sports, Parks & Leisure	2,482	2,552	2,582	30	
<b>Net Cost of Services</b>	<b>13,360</b>	<b>14,062</b>	<b>14,110</b>	<b>48</b>	<b>(0.3%)</b>
<b>Other Operating Costs and Income</b>					
Deane Helpline Trading Account	65	69	194	125	
DLO Trading Account	(101)	(101)	(93)	8	
Interest Payable and Debt Management Costs	0	0	0	0	
Interest and Investment Income	(318)	(318)	(318)	0	
Local Services Support Grant	0	0	0	0	
Parish Precepts & Special Expenses	569	521	521	0	
Capital Expenditure Funded from Revenue (RCCO)	525	529	529	0	
Repayment of Capital Borrowing (MRP)	453	453	421	(32)	
Transfers to Capital Adjustment Account	(2,537)	(2,537)	(2,537)	0	
Transfer to/(from) Earmarked Reserves	1,171	587	587	0	
Transfer to/(from) General Reserves	0	(1,610)	(1,610)	0	
<b>Total Other Costs and Income</b>	<b>(173)</b>	<b>(2,407)</b>	<b>(2,306)</b>	<b>101</b>	<b>(4.2%)</b>
<b>NET EXPENDITURE BUDGET BEFORE FUNDING</b>	<b>13,187</b>	<b>11,655</b>	<b>11,804</b>	<b>149</b>	<b>(1.1%)</b>
Formula Grant and Council Tax Income	(11,403)	(11,403)	(11,403)	0	
Council Tax Freeze Grant	(57)	(57)	(57)	0	
New Homes Bonus Grant	(1,727)	(1,747)	(1,747)	0	
<b>Projected (Under)/Overspend for the Year</b>	<b>0</b>	<b>(1,552)</b>	<b>(1,403)</b>	<b>149</b>	

## ANNEX B

### GENERAL FUND REVENUE ACCOUNT FORECAST VARIANCES TO BUDGET 2013/14

	Port - folio	Cost Centre Description	Forecast Variance Updates				Variance explanation	Management Action
			Q1 £k	Q3 £k	Q4 £k	Total £k		
3	PTC	Building Control – Fee earning Account	35			35	The variance of £35k has arisen because of reduced fee income caused by the continued economic down turn. It is however, offset by savings elsewhere in the service identified as set out in 4 below.	Budget holder will review on a monthly basis.
4	PTC	Building Control – Staffing	(82)			(82)	The underspend is due in part to the fact that a vacant post will not be filled. Additional income has also arisen from a new working arrangement with Sedgemoor DC; and savings have been made on third party payments to the same authority.	Budget holder will review on a monthly basis.
6	OTH	Deane Helpline	125			125	There are a number of factors which have led to a projected overspend. £19k of computer licensing costs were not been budgeted for, and were previously included within ICT recharges. Furthermore, £30k of expenditure on equipment necessary for the operation of the service was not approved within the capital programme, and has been charged to revenue. £22k has arisen through additional staffing costs, although a reduction in the total hours worked is being used to mitigate this expenditure. Finally, the loss of major contract income (£53k) has severely impacted the service.	An external review will begin shortly to identify ways of reducing the Council's future financial commitment.
7	COR	Rent Allowances	160			160	This is a demand led service and the fluctuations in the number of people claiming benefit is outside of TDBC control. Due to the poor state of the economy and cuts in welfare benefits, customer's ability to repay overpaid benefit is severely compromised and consequently, despite best efforts, recovery rates have deteriorated.	Budget holder will review on a monthly basis.
8	COR	Rent Rebates to HRA	58			58	The factors influencing this service are the same as those set out for Rent Allowances above. It is anticipated that the full year impact on the budget will lead to an adverse variance of £58k.	Budget holder will review on a monthly basis.

	Port - folio	Cost Centre Description	Forecast Variance Updates				Variance explanation	Management Action
			Q1 £k	Q3 £k	Q4 £k	Total £k		
9	ENV	Somerset Waste Partnership	(92)			(92)	The overall results from an £80k increase in garden waste fees; and from a £51k underspend relating to contract fee amendments. A slight underspend on contract charges is also anticipated in the current year. £40k of this underspend can be used to offset the anticipated overspend on the waste recycling budget.	Budget holder will review on a monthly basis.
10	HSG	Housing Advice	(28)			(28)	An underspend arising from staff vacancies within Housing Options, and from savings due to a member of staff being on maternity leave.	Budget holder will review on a monthly basis.
12	PTC	Development Control Advice	(21)			(21)	There is a positive variance as a result of an increase in fee income relating to applications and pre - application advice.	Budget holder will review on a monthly basis.
13	PTC	Dealing with Applications	(42)			(42)	There is a positive variance due to increased income resulting from a number of high value applications.	Budget holder will review on a monthly basis.
		Various minor variances	21			21	Net of other minor variances	Budget holders will review on a monthly basis.
	OTH	MRP (repayment of debt)	15			15	An anticipated full year reduction in debt repayment.	No further action.
		<b>GRAND TOTAL</b>	<b>149</b>			<b>149</b>		

Note: Variances below £20k have been excluded.

Key: Portfolios

COM	Community Leadership
COR	Corporate Resources
ECD	Economic Development, Asset Management, Arts & Tourism
ENV	Environmental Services
GEN	General Services
HSG	Housing Services (Non-HRA)
PTC	Planning and Transportation/Communications
SPL	Sports, Parks & Leisure
OTH	Other Central Costs and Income

**ANNEX C****GENERAL FUND RESERVES SUMMARY 2013/14**

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	£k	Current Budget & Forecast £k
Balance Brought Forward 1 April 2013		3,943
Supplementary Estimates		
Blackbrook Swimming Pool (Approved May 2013)	(1,500)	
Customer Access and Accommodation Project (Approved May 2013)	(70)	
Asset Strategy Project	(40)	
		<u>(1,610)</u>
Budgeted Balance March 2014		2,333
Projected Outturn 2013/14		<u>(149)</u>
Projected Balance Carried Forward 31 March 2014		<u>2,184</u>

## HOUSING REVENUE ACCOUNT SUMMARY 2013/14

	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Forecast Variance %
<b>Income</b>					
Dwelling Rents	(19,419)	(19,419)	(19,645)	(226)	1%
Non Dwelling Rents	(588)	(588)	(575)	13	-2%
Supported, Sheltered & Extra Care	(4,335)	(4,335)	(4,428)	(93)	2%
Other Income (Service Charges, Rechargeable Repairs, Leaseholder Charges and GF Contribution)	(609)	(609)	(586)	23	-4%
<b>Total Income</b>	<b>(24,951)</b>	<b>(24,951)</b>	<b>(25,234)</b>	<b>(283)</b>	<b>1%</b>
<b>Expenditure</b>					
Supervision & Management	5,380	5,380	5,348	(32)	-1%
Maintenance	5,152	5,152	5,933	781	15%
Capital Charges - Depreciation	6,385	6,385	6,385	0	0%
RCCO	550	550	550	0	0%
Procurement Savings	382	382	382	0	0%
Provision for Bad Debt (budget currently within rents)	0	0	(330)	(330)	0%
Debt Management Expenses	8	8	8	0	0%
Other Expenditure (Communal and Rechargeable Costs, Insurance Excess, and Tenants Forum)	879	879	743	(136)	-15%
<b>Total Expenditure</b>	<b>18,736</b>	<b>18,736</b>	<b>19,019</b>	<b>283</b>	<b>2%</b>
<b>Other Costs &amp; Income</b>					
CDC Costs	220	220	220	0	0%
Interest Payable	2,937	2,937	2,937	0	0%
Interest and Investment Income	(35)	(35)	(35)	0	0%
Provision for Repayment of Debt	2,293	2,293	2,293	0	0%
Social Housing Development Fund	800	800	800	0	0%
Transfers To/(From) Earmarked & Other Reserves	0	0	0	0	0%
<b>Total Other Costs &amp; Income</b>	<b>6,215</b>	<b>6,215</b>	<b>6,215</b>	<b>0</b>	<b>0%</b>
<b>NET (SUPLUS)/DEFICIT FOR THE YEAR</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## ANNEX E

### HOUSING REVENUE ACCOUNT FORECAST VARIANCES TO BUDGET 2013/14

	Cost Centre Description	Forecast Variances Updates				Variance explanation	Management Action
		Q1 £k	Q3 £k	Q4 £k	Total £k		
1	Interest Payable	1			1	There is no significant variance to report and actual interest received is at the budgeted level.	No action required.
2	Interest Receivable	(4)			(4)	There is no significant variance to report and actual interest paid is at the budgeted level.	No action required.
3	Income	(283)			(283)	Provision for bad debt was increased in 2013/14 in the business plan due to Welfare Reform. This has led to expected additional rent income of £330k as although Welfare Reform has had an impact it is unlikely to fully hit the HRA in this financial year, which is been highlighted in expenditure below. Prudent budgeting of voids at 2% has also led to additional rent income of £209k against budget.	Budget holder will review on a monthly basis as per the HRA Business Plan.
4	Expenditure	283			283	Expenditure on void properties in Q1 has been much higher than budgeted and current forecasts show an expected spend for the year of £837k over target budget. Further work is being undertaken to establish the causes of this & the management action needed. However it is known that the initial impact of Welfare Reform has increased the number of voids, but the average length has been reduced to 17 days & so rent income has not been adversely affected. The likely capitalisation of much of the asbestos removal spend has led to an expected underspend in revenue of £146k. An underspend of £118k is currently forecasted due to cautious budgeting for insurance claims i.e. works that could be claimed under the insurance policy, but do not meet the excess amount. This forecast will obviously be dependent on works actually needed & so could change throughout the year.	Budget holder will review on a monthly basis as per the HRA Business Plan.
5	Transfer to SHDF	0			0	Any underspend from this years budget will be transferred at the year end.	Consider transfer of any further net underspends at year end
	<b>TOTALS</b>	<b>(3)</b>			<b>(3)</b>		

**ANNEX F****HOUSING REVENUE ACCOUNT RESERVES SUMMARY 2013/14**

	£k	Current Budget & Forecast £k
Balance Brought Forward 1 April 2013		2,247
Original Budget 2013/14		<u>0</u>
		2,247
Supplementary Estimates		
Creechbarrow Road Project (Approved Exec 6/2/13)	<u>(200)</u>	(200)
Returns		
Surplus Earmarked Reserves	<u>0</u>	0
Budgeted Balance March 2014		<u>2,047</u>
Projected Outturn 2013/14		<u>0</u>
Projected Balance Carried Forward 31 March 2014		<u>2,047</u>

Cost Centre Name	Original	Slippage/ Supplements/ Virements	Current	Actuals	Actuals	Forecast	Slippage	
	Budget		Budget		v	Outturn		
	£	£	£	£	£	£	£	%
<b>Community Leadership</b>								
Swim Pool PV Cells	-	65,000	65,000	-	0.0%	65,000	-	0.0%
<b>Total Community Leadership</b>	<b>-</b>	<b>65,000</b>	<b>65,000</b>	<b>-</b>	<b>0.0%</b>	<b>65,000</b>	<b>-</b>	<b>0.0%</b>
<b>Corporate Resources</b>								
PC Refresh Project	60,000	71,920	131,920	5,483	4.2%	128,000	(3,920)	-3.0%
Members IT Equipment	4,000	4,000	8,000	-	0.0%	8,000	-	0.0%
IT Infrastructure	-	25,400	25,400	-	0.0%	25,400	-	0.0%
SCCC Loan	1,000,000	-	1,000,000	-	0.0%	-	(1,000,000)	-100.0%
Gypsy Site	108,470	-	108,470	-	0.0%	108,470	-	0.0%
<b>Total Corporate Resources</b>	<b>1,172,470</b>	<b>101,320</b>	<b>1,273,790</b>	<b>5,483</b>	<b>0.4%</b>	<b>269,870</b>	<b>(1,003,920)</b>	<b>-78.8%</b>
<b>Environmental Services</b>								
Canal Grant	10,000	-	10,000	-	0.0%	10,000	-	0.0%
Waste Containers	50,000	56,800	106,800	-	0.0%	60,000	(46,800)	-43.8%
Mercury Abatement	-	239,800	239,800	24,390	10.2%	239,800	-	0.0%
<b>Total Environmental Services</b>	<b>60,000</b>	<b>296,600</b>	<b>356,600</b>	<b>24,390</b>	<b>6.8%</b>	<b>309,800</b>	<b>(46,800)</b>	<b>-13.1%</b>
<b>Housing Services</b>								
Private Sector HandS	-	-	-	(1,380)	-	-	-	-
Energy Efficiency	-	30,000	30,000	-	0.0%	30,000	-	0.0%
Landlord Acc Scheme	-	46,000	46,000	-	0.0%	46,000	-	0.0%
Wessex HI Loans	-	10,440	10,440	-	0.0%	10,440	-	0.0%
DFGs Private Sector	287,000	391,260	678,260	(77,245)	-11.4%	670,000	(8,260)	-1.2%
Grants to RSLs	349,090	567,800	916,890	(124,044)	-13.5%	916,890	-	0.0%
Community Alarms	-	3,200	3,200	-	0.0%	3,200	-	0.0%
<b>Total Housing Services</b>	<b>636,090</b>	<b>1,048,700</b>	<b>1,684,790</b>	<b>(202,669)</b>	<b>-12.0%</b>	<b>1,676,530</b>	<b>(8,260)</b>	<b>-0.5%</b>
<b>Ec Dev, Asset Management, Arts &amp; Tourism</b>								
DLO Vehicles	180,000	-	180,000	113,980	63.3%	180,000	-	0.0%
DLO Plant	22,710	-	22,710	-	0.0%	22,710	-	0.0%
PT Longrun Meadow C	-	108,000	108,000	6,935	6.4%	108,000	-	0.0%
PT High Street	-	82,500	82,500	250	0.3%	82,500	-	0.0%
DLO System	-	388,100	388,100	118,700	30.6%	388,100	-	0.0%

## CAPITAL PROGRAMME 2013/14

## ANNEX H

PT Firepool	-	76,700	76,700	-	0.0%	76,700	-	0.0%
PT Castle Green	-	291,900	291,900	135	0.0%	291,900	-	0.0%
PT High St Retail	-	34,600	34,600	-	0.0%	34,600	-	0.0%
PT Urban Growth	-	28,000	28,000	-	0.0%	28,000	-	0.0%
PT Goodlands Gardens	-	-	-	(6,971)		-	-	
PT Coal Orchard	-	10,000	10,000	-	0.0%	10,000	-	0.0%
PT Bus Station	-	3,400	3,400	-	0.0%	3,400	-	0.0%
PT Sineage	-	6,900	6,900	5,160	74.8%	6,900	-	0.0%
<b>Total Ec Dev, Asset Management, Arts &amp; Tourism</b>	<b>202,710</b>	<b>1,030,100</b>	<b>1,232,810</b>	<b>238,189</b>	<b>19.3%</b>	<b>1,232,810</b>	<b>-</b>	<b>0.0%</b>
<b>Planning, Transport &amp; Communications</b>								
Accolaid Upgrade	-	20,000	20,000	-	0.0%	20,000	-	0.0%
Orchard Car Park	503,500	382,500	886,000	-	0.0%	205,000	(681,000)	-76.9%
<b>Total Planning, Transport &amp; Communications</b>	<b>503,500</b>	<b>402,500</b>	<b>906,000</b>	<b>-</b>	<b>0.0%</b>	<b>225,000</b>	<b>(681,000)</b>	<b>-75.2%</b>
<b>Sports Parks and Leisure</b>								
Grants to Clubs Play	46,000	108,300	154,300	3,277	2.1%	154,300	-	0.0%
Grants to Parishes	20,000	32,500	52,500	9,726	18.5%	52,500	-	0.0%
Replace Play Equip	20,000	26,600	46,600	-	0.0%	46,600	-	0.0%
Play Equip Long Run	-	-	-	82		-	-	
Play Equip Greenway	-	-	-	946		-	-	
Fitzhead Tythe Barn	-	-	-	(182)		-	-	
Popham Hall	-	-	-	(7,788)		-	-	
Lambrook Green	-	-	-	-		-	-	
Wellington Pavilion	-	252,400	252,400	153,658	60.9%	252,400	-	0.0%
Station Road Swimming Pool	1,270,000	-	1,270,000	-	0.0%	1,270,000	-	0.0%
Wellington Skate Park	-	62,000	62,000	-	0.0%	62,000	-	0.0%
Wellington Sports Centre	-	-	-	-		-	-	
Blackbrook Swimming Pool	-	5,353,000	5,353,000	-	0.0%	250,000	(5,103,000)	-95.3%
<b>Total Sports Parks and Leisure</b>	<b>1,356,000</b>	<b>5,834,800</b>	<b>7,190,800</b>	<b>159,719</b>	<b>2.2%</b>	<b>2,087,800</b>	<b>(5,103,000)</b>	<b>-71.0%</b>
<b>Total GF</b>	<b>3,930,770</b>	<b>8,779,020</b>	<b>12,709,790</b>	<b>225,112</b>	<b>1.8%</b>	<b>5,866,810</b>	<b>(6,842,980)</b>	<b>-53.8%</b>

HRA								
Community Alarms	100,000		103,200	-	0.0%	103,200	-	0.0%
HRA Kitchens	600,000	-	600,000	44,822	7.5%	600,000	-	0.0%
HRA Bathrooms	1,250,000	232,300	1,482,300	(15,082)	-1.0%	1,482,300	-	0.0%
HRA Roofing	1,400,000	-	1,400,000	181,733	13.0%	1,400,000	-	0.0%
HRA Windows	250,000	45,700	295,700	91,687	31.0%	295,700	-	0.0%
HRA Heating Imps	677,800	79,400	757,200	90,813	12.0%	757,200	-	0.0%
HRA Doors	423,600	-	423,600	54,189	12.8%	423,600	-	0.0%
HRA Fire Safety Work	250,000	-	250,000	4,484	1.8%	250,000	-	0.0%
HRA Facias Soffits	600,000	212,500	812,500	85,285	10.5%	812,500	-	0.0%
HRA Heat Pumps	244,200	59,400	303,600	98,162	32.3%	303,600	-	0.0%
HRA IT Development	200,000	-	200,000	29,088	14.5%	200,000	-	0.0%
HRA Door Entry	212,100	-	212,100	73,558	34.7%	212,100	-	0.0%
HRA Aids and Adapts	210,000	-	210,000	17,136	8.2%	210,000	-	0.0%
HRA Soundproofing	-	-	-	138		-	-	
HRA DDA Work	50,000	-	50,000	5,148	10.3%	50,000	-	0.0%
HRA Asbestos Works	258,800	-	258,800	(23,396)	-9.0%	258,800	-	0.0%
HRA Tenants Imps	5,000	-	5,000	5,620	112.4%	5,000	-	0.0%
HRA DFGs	315,000	24,100	339,100	(38,944)	-11.5%	339,100	-	0.0%
HRA Creechbarrow Road	7,667,000	-	7,667,000	73,949	1.0%	1,000,000	(6,667,000)	-87.0%
Sustainable Energy Fund	227,700	-	227,700	-	0.0%	227,700	-	0.0%
Environmental Implications	155,300	-	155,300	-	0.0%	155,300	-	0.0%
Other Ext Insulation	5,100	-	5,100	-	0.0%	5,100	-	0.0%
Garages	50,000	-	50,000	-	0.0%	50,000	-	0.0%
Sewerage Treatment	24,200	-	24,200	-	0.0%	24,200	-	0.0%
Extensions	160,000	-	160,000	-	0.0%	160,000	-	0.0%
Revise Bathroom Location	36,200	-	36,200	-	0.0%	36,200	-	0.0%
HRA Phase 1 Vale View West Bagborough	1,050,000	-	1,050,000	581	0.1%	263,430	(786,570)	-74.9%
HRA Phase 1 Milton Close	1,050,000	-	1,050,000	370	0.0%	-	(1,050,000)	-100.0%
HRA Phase 1 Bacon Drive	1,050,000	-	1,050,000	393	0.0%	15,000	(1,035,000)	-98.6%
HRA Phase 1 Normandy Drive	1,050,000	-	1,050,000	390	0.0%	18,000	(1,032,000)	-98.3%
<b>Total HRA</b>	<b>19,572,000</b>	<b>653,400</b>	<b>20,228,600</b>	<b>780,123</b>	<b>3.9%</b>	<b>9,658,030</b>	<b>(10,570,570)</b>	<b>-52.3%</b>
<b>Total GF &amp; HRA</b>	<b>23,502,770</b>	<b>9,432,420</b>	<b>32,938,390</b>	<b>1,005,235</b>	<b>3.1%</b>	<b>15,524,840</b>	<b>(17,413,550)</b>	<b>-52.9%</b>

## DEANE DLO TRADING ACCOUNT AND RESERVES SUMMARY

	Expenditure Budget £'000	Income Budget £'000	Net Budget £'000	Forecast £'000	Forecast Variance £'000
<b>TRADING ACCOUNT PERFORMANCE 2012/13</b>					
Admin	0	0	0	0	0
Stores	0	0	0	0)	0
Grounds	5,375	(5,441)	(66)	(66)	0
Building	8,737	(8,816)	(79)	(79)	0
Nursery	159	(115)	44	44	0
<b>DLO Net (Surplus) / Deficit</b>	<b>14,271</b>	<b>(14,372)</b>	<b>(101)</b>	<b>(101)</b>	<b>0</b>

**TRADING ACCOUNT RESERVES POSITION****Balance B/F**

138

Forecast movement in year

0

**Estimated Balance C/F****138**

## Notes:

1. These are forecast figures provided by managers from the DLO, and may be subject to change as the year progresses.
2. The stores and admin cost centres are recharged entirely at the year end. Stores profit is split between DLO cost centres leaving a nil balance, and Admin costs are currently split 55.97% to General fund, with the remaining forecast balance to be split between the various DLO cost centres. This method of allocation is currently under review.
3. DLO budgets are currently being re-aligned. Work has been undertaken on the Building and Grounds budgets, but the Nursery budget is still being reviewed. Consequently the forecast in this report may change.

## Key Risks/Issues/Impacts

(for 'Red' and 'Amber' performance issues)

<b>Description of the issues / areas of concern</b>	<p><b>3.2</b> Working with partners to improve the lives of our most vulnerable households.  'Family Focus' (Troubled Families) project</p> <p>Development of a successful working model –delays, risks and issues regarding the identification and engagement of families, and the development of practises, procedures, policies, measures of success and partnerships working.</p>
<b>Risks &amp; impact</b>	<p>Risk to project budget if an insufficient number of families are engaged.  Risk to family outcomes if families are not effectively engaged.  Risk to reputation, partnership working and successful engagement of families if communications are not managed.  Potential for abuse of Budget.  Risk that opportunities to redesign services may be missed.  Ongoing risk to TDBC and partner resources if family outcomes are not achieved.  Only 4 days of internal resource identified to manage project (with 2.5 days of officer support)</p>
<b>Background info - reasons that the issues have emerged</b>	<p>Somerset County Council slow to appoint a programme co-ordinator  TDBC unable to appoint a dedicated Project Manager.</p>
<b>Management actions &amp; CMT comments</b>	<p>Internal TDBC resources identified to manage project from July 2013, however only 4 days per week of resource identified.</p>

## Key issue template

(for 'Red' and 'Amber' performance issues)

<b>Description of the issues / areas of concern</b>	<p>Scorecard (appendix A) ref: Aim 3.4 Objective 8 Fly tip incidents for Q1 have increased over the same period last year; enforcement actions have decreased leading to a reduced score at this stage. The final score will not be assessed until the end of the year.</p>										
<b>Risks &amp; impact</b>	<ul style="list-style-type: none"> <li>• Increased incidents of fly tipping costs the taxpayers money to clear up. Increased numbers of fly tipping incidents are charged to Somerset Waste Partnership on a cost recovery basis, but ultimately this is still funded through tax on the public.</li> <li>• The borough looks worse as a result of fly tipping incidents and although every effort is made to clear incidents quickly with 1.6 incidents occurring each day there is still an aesthetic impact.</li> </ul>										
<b>Background info - reasons that the issues have emerged</b>	<ul style="list-style-type: none"> <li>• Fly tip incidents fluctuate throughout the year.</li> <li>• This quarters incidents of fly tipping are up on the same quarter of last year.</li> </ul> <table data-bbox="512 1245 794 1429"> <tr> <td>2011/12 Q1</td> <td>176</td> </tr> <tr> <td>Total</td> <td>681</td> </tr> <tr> <td>2012/13 Q1</td> <td>144</td> </tr> <tr> <td>Total</td> <td>647</td> </tr> <tr> <td>2013/14 Q1</td> <td>152</td> </tr> </table>	2011/12 Q1	176	Total	681	2012/13 Q1	144	Total	647	2013/14 Q1	152
2011/12 Q1	176										
Total	681										
2012/13 Q1	144										
Total	647										
2013/14 Q1	152										
<b>Management actions &amp; CMT comments</b>	<ul style="list-style-type: none"> <li>• The DLO will continue process reports of fly tipping and remove them as soon as possible, they will also continue to forward on information concerning evidence to the Environmental Protection Team but have no control over enforcement actions.</li> <li>• EPT will continue to pursue enforcement actions where evidence allows.</li> </ul>										

## Key Risks/Issues/Impacts

(for 'Red' and 'Amber' performance issues)

<b>Description of the issues / areas of concern</b>	<p>Ref 6.5 Equalities &amp; Diversity          Ensure compliance with general &amp; specific duties of Equalities Act 2010          Delivery of corporate Equalities action plan</p> <p>Some actions have been completed – publication of equality policies and plans on internet. Equality Action Plans are now being monitored. Service user profiles published . Equality Objectives set.</p>
<b>Risks &amp; impact</b>	<p>Some key elements of the Corporate Equality Action Plan are yet to be delivered.          SWAP audit recommendations have not been completed and a reaudit is due shortly.</p>
<b>Background info - reasons that the issues have emerged</b>	<ul style="list-style-type: none"> <li>• A project to improve and strengthen the EIA process, which will ensure that equality considerations are undertaken during decision/policy making processes, has been delayed due to reallocation of staff resources to major projects.</li> <li>• Robust EIA quality monitoring process is yet to be established.</li> <li>• Arrangements for refresher training have not been made.</li> <li>• Some documents are yet to be published and EIAs are not updated regularly on the TDBC website.</li> <li>• Surgeries/Champions group not established</li> </ul>
<b>Management actions &amp; CMT comments</b>	<ul style="list-style-type: none"> <li>• Corporate Equality Action Plan to be redeveloped to ensure all audit recommendations are met by end 2013 and all legislative duties are met on an ongoing basis.</li> <li>• Direction from DCLG suggest that EIAs are not a legislative requirement and that Local Government Authorities should use proportionate ways to analyse and consider the impact of their decisions on people with protected characteristics.</li> <li>• The completion of a project to improve processes for proportionally considering equality impacts during decision/policy making processes will address many of audit recommendations. The actions are not achievable without establishing new processes.</li> </ul>



## Annex J - Strategy and Performance – 2013/14 Quarter 1 Exception/Highlight Report

Key achievements & successes in quarter
<ul style="list-style-type: none"> <li>▪ LGA Workshop with members to explore savings targets</li> <li>▪ Service Profiles completed of all services for Directors</li> <li>▪ B. Plan completed and close down report drafted</li> <li>▪ Aster Living contract extension agreed with Exec</li> <li>▪ Managing Comms of WSDC Project including new newsletter</li> <li>▪ PR and Comms Champions initiative launched</li> <li>▪ Safeguarding training launched (Leads, Members &amp; team meetings)</li> <li>▪ Recruitment of Family Focus Support Workers, admin and P. Mgr</li> <li>▪ PAS Action Plan agreed for next 12 months with TDP</li> <li>▪ Community Climate Change Strategy drafted</li> <li>▪ 50Kwh Solar PV installed at Blackbrook Pavilion SC</li> <li>▪ New Corporate Scorecard developed to reflect new Business Plan</li> </ul>

Current key issues	RAG
1. Lack of capacity - resolve backfill issues for Dan Webb (Growth Prog Mgt) (3dpw) and Mark Leeman (Family Focus PM) (4dpw) – currently post being advertised	
2. Family Focus Project – generally complex and playing ‘catch up’ with partnership commitment and agreed processes.	

Current key risks	RAG
1. Corporate Governance for the business (budgets, risk, debt, performance mgt etc) – Corporate and Service Risk (Action plan in place)	(16)
2. Equalities – decision makers not fully aware of equalities impacts of decisions – Team will revisit Audit Action Plan (Aug 2013)	(16)
3. Family Focus – various risks – capacity, lack of engagement / partner commitment; information sharing; pace of delivery to meet funding requirements; reputational risk	

Missings/breakdowns
<ul style="list-style-type: none"> <li>▪ None</li> </ul>

Key objectives for next quarter
<ul style="list-style-type: none"> <li>▪ Tighter, more joined up treatment of Programme of projects, including joint Comms newsletter (Sept 2013)</li> <li>▪ Develop a draft Comms Plan for Transformation and Growth programmes (31/7/13)</li> <li>▪ Family Support Workers trained and working with families by Aug 13</li> <li>▪ Benchmarking / VfM Analysis of Council (Aug/Sep 2013)</li> <li>▪ Cyclical performance and risk reporting for Qtr 1.</li> <li>▪ Annual Report (Sept 13)</li> <li>▪ Develop Policy for Social Media (CMT Sept 13)</li> <li>▪ Draft new risk and impact assessment guidance (Sept 13)</li> <li>▪ Safeguarding training completed in org by 15/8/13</li> <li>▪ Greater focus on Equalities weaknesses for SWAP audit (Jul/Aug 13)</li> <li>▪ (Rolled Forward) – develop ‘Gateway’ approach for new projects</li> </ul>

Promises & Requests (outstanding / unresolved from previous review)
<ul style="list-style-type: none"> <li>▪ Capital monitoring undertaken</li> <li>▪ No debt to recover / write off</li> <li>▪ PAS Performance Monitoring went to CMT – 8/7/13</li> <li>▪ Finance variances and earmarked reserves work completed</li> <li>▪ OLA meeting with Customer Contact took place</li> </ul>

**Annex J - Strategy and Performance – 2013/14 Quarter 1 Exception/Highlight Report**

## Legal & Democratic Services – 2013/14 Quarter 1 Exception/Highlight Report

Key achievements & successes in quarter
<ul style="list-style-type: none"> <li>▪ Roy Pinney now in post and is settling in well. I am receiving good reports.</li> <li>▪ CSU kept everything going well despite Tracey's sick leave being longer than envisaged.</li> </ul>

Missings/breakdowns
<ul style="list-style-type: none"> <li>▪ SW1 IT not keeping to deadlines and constantly moving the goalposts.</li> </ul>

Current key issues	RAG
1. PALC implementation	R
2. Civica case management system implementation	R
3.	
4.	
5.	

Key objectives for next quarter
<ul style="list-style-type: none"> <li>▪ PALC to be implemented</li> <li>▪ Implementation dates for CIVICA</li> <li>▪ Handover of Land Charges to Building Control</li> </ul>

Current key risks	RAG
1. PALC implementation	R
2. Individual Registration	G
3. IT	
4.	
5.	

Promises & Requests (outstanding / unresolved from previous review)
<ul style="list-style-type: none"> <li>▪ I have assessed the potential for a para-legal to carry out the debt recover role. CMT were requested to authorise the extension of Alison Taylor's hours to cover this role but some concern was expressed that this would be sufficient. A further meeting has been requested with Paul Harding to look at this further</li> </ul>

## PLANNING AND DEVELOPMENT – 2013/14 Quarter 1 Exception/Highlight Report

Key achievements & successes in quarter
<ul style="list-style-type: none"> <li>▪ CIL Examination – evidence prepared and date set</li> <li>▪ CIL Regulation 123 List – draft prepared</li> <li>▪ Site Allocation and Development Management Plan – analysed and working towards preferred option</li> <li>▪ Planning Policy team resources support in the successful installation of Blackbrook Photovoltaic units</li> <li>▪ Employment monitoring work completed</li> <li>▪ Sandhill planning application – Planning Committee resolved to grant planning permission</li> <li>▪ Successful bid to the CLG for Largescale Development Capacity Funding – Monkton Heathfield £500k</li> <li>▪ Affordable Housing Open Day attracted over 300 members of the public</li> </ul>

Current key issues	RAG
1. Failure to delivery 700 new homes	☹
2. Failure to achieve major application planning target of 60% of the applications determined within 13 weeks	☹
3. Toneworks – Lack of solution in light of Fox Brothers looking to relocate elsewhere within Wellington	☹

Current key risks	RAG
1. Failure to resolve Western Relief Road (WRR) issue delays delivery of urban extension	☺
2. CIL viability and prioritisation issues result in failure to pass examination	☺
3. No supply or Gypsy and Traveller sites and limited options to remedy	☹

4. Failure to maintain five year supply of sites	☺
5. Delay in delivering Local Development Scheme due to lack of long term funding of key posts in Planning Policy team	☺
6. Failure to pick up legislative changes and have resources available to implement changes safely	☺
7. Implications of 26 weeks planning fee refund proposed legislation on income and staff resource	☺

Missings/breakdowns
<ul style="list-style-type: none"> <li>▪ Political awareness of key planning issues</li> </ul>

Key objectives for next quarter
<ul style="list-style-type: none"> <li>▪ Agree budget plan for the use of the CLG for Largescale Development Capacity grant</li> <li>▪ Agree way forward on Tone Works</li> <li>▪ Bringing forward more affordable sites and secure funding</li> <li>▪ CIL Examination – complete</li> <li>▪ Draft publication of Climate Change and Resilience strategy</li> <li>▪ Local Requirement for validation of planning applications adopted</li> <li>▪ Planning Application for Parmin Close development registered</li> <li>▪ Progress site allocation document</li> <li>▪ Publication of Greenhouse Gas report</li> <li>▪ Publication of Householder report</li> <li>▪ Publication of Retail and Leisure monitoring report</li> <li>▪ Respond to funding announcement and bring forward more affordable housing sites</li> <li>▪ Ruskin Close development complete and official opening</li> <li>▪ Substantive progress on WRR issue</li> <li>▪ To achieve major application planning target of 60% of the applications determined within 13 weeks</li> </ul>

## PLANNING AND DEVELOPMENT – 2013/14 Quarter 1 Exception/Highlight Report

- Work commence on site at Victoria Gate development

### Promises & Requests (outstanding / unresolved from previous review)

None

## Annex J - Community and Commercial Services Theme 3 – 2013/14 Quarter 1 Exception/Highlight Report

Key achievements & successes in quarter
<ul style="list-style-type: none"> <li>▪ Improvements in job completion data processing have lead to increased performance against targets measures Moving two of the four reports from red to green</li> <li>▪ Cross Authority working group in place to consider building control options</li> <li>▪ Void property turn around at its fastest at 17days against a target of 21 days</li> <li>▪ DLO budgets have been re written for more transparency</li> <li>▪ Overall debt position is considerably improved, last year was £315k this year £115k.</li> <li>▪ Transition of Tone responsibilities to Theme 3</li> <li>▪ Contract with Capita signed off</li> <li>▪ Get phase one of mobile working in place with device selection</li> <li>▪ Building control budget has been balanced for 13/14</li> </ul>

Current key issues	RAG
1. Improved performance P1 jobs target 98%	95.74
2. Improved performance P2 jobs target 94%	88.52
3. Improved performance P3 jobs target 85%	90.85
4. Improved performance P4 jobs target 85%	93.40
5. Fly tip waste removals within 5 days	72%

Current key risks	RAG
1. Building Control service delivery and plans checking target	
2. Sickness	
3. Inter company debt	
4. ICT PALC system installation	

Missings/breakdowns
<ul style="list-style-type: none"> <li>▪ Awaiting finance to apply the revised budgets</li> <li>▪ Equalities training for lead officer level has not yet been delivered</li> </ul>

Key objectives for next quarter
<ul style="list-style-type: none"> <li>▪ Work with finance on report for direct charging process</li> <li>▪ Member report on depot relocation</li> <li>▪ Procurement activity for Station Rd refit</li> <li>▪ Recruitment to various vacant posts within theme</li> <li>▪ Split out DLO figures for void property completion</li> <li>▪ Transfer land charges to building control</li> </ul>

Promises & Requests (outstanding / unresolved from previous review)
None

**Annex J - Community and Commercial Services Theme 3 – 2013/14 Quarter 1 Exception/Highlight Report**

## Annex J - Health & Housing Theme – 2013/14 Quarter 1 Exception/Highlight Report

Key achievements & successes in quarter
<ul style="list-style-type: none"> <li>▪ Creechbarrow Planning Application submitted.</li> <li>▪ Creechbarrow Committee Report and scheme widespread congratulations and approval. Stephen Major - a star.</li> <li>▪ Creechbarrow site assembly (decants and buy backs) – Rosie Reed – another star.</li> <li>▪ Gas servicing performance – 100%..but one to watch – Steve Esau</li> <li>▪ Voids Performance 17 days – Paul Hadley and team performance management culture! Also to note efforts of Housing Property Maintenance Team and DLO voids team.</li> <li>▪ Progress on 3 acquisitions – business case</li> <li>▪ Corporate H&amp;S Service – Catrin Brown/Kate Woollard</li> <li>▪ SW1 Asset Management Clienting – Tim Childs</li> <li>▪ Deane Helpline review gone live and staff comms.</li> </ul>

Current key issues	RAG
1. No Passivhaus scheme yet, looking for an alternate site	
2. One Team relationship and projects	
3. Making Halcon Hub work	
4. Repairs Performance	
5. Stephen Major resignation	
6. Asbestos incident - void property	

Current key risks	RAG
1. Auditor objection to Licensing fees – Risk of JR	

Current key risks	RAG
2. Auditor objection to Licensing fees – Risk of JR	
3. M5 costs awarded against – seeking clarification from CPS	
4. Compliance matters on Housing Assets – Gas Safety, Asbestos and Electrical Testing.	
5. Creechbarrow has deflected capacity from other new HRA capital projects e.g. extensions, works on estates (mobility scooter stores, parking spaces) which are going to slip.	
6. Right to Buy receipts; spend on time, 18 sales so far this financial year. Initiated acquisition and discussions via Affordable Housing Partnership re: possible routes of eligible spend via RP's.	

Key objectives for next quarter
<ul style="list-style-type: none"> <li>▪ Identify and implement schedule of rates</li> <li>▪ Evaluate Asset Management Database purchased by DLO in terms of suitability for Housing Assets.</li> <li>▪ Firm up thinking on Housing Property/development structure.</li> <li>▪ Development Team recruitment</li> <li>▪ Creechbarrow contractor procurement</li> <li>▪ Further consultation on contentious phase 1 sites at Normandy and Bacon Drive – schemes substantially reduced following first consultation.</li> <li>▪ Initiate next HRA business plan review</li> <li>▪ Progress SWPSHP review</li> </ul>

Promises & Requests (outstanding / unresolved from previous review)
<ul style="list-style-type: none"> <li>▪ To meet Claire O'B re 'customer contact' learning &amp; improvement ideas for Housing (eg repairs line)</li> </ul>

## **Annex J - Health & Housing Theme – 2013/14 Quarter 1 Exception/Highlight Report**

## Southwest One services – 2013/14 Quarter 1 Exception/Highlight Report

### Key achievements & successes in quarter

- Regular Innovation Forums progressing – improvements to Procure to Pay process, using lean thinking – SAP RFS process next
- Business case for Customer Services new telephony approved, implementation started; Knowlagent implemented
- E-invoicing set up
- PC/server refresh programme started, Windows 7 project start up
- ICT Helpdesk relocation and consolidation

### Current key issues

	RAG
1. Planning for future service delivery post transfer of P&FM services to SCC and ASC	A
2. Procurement savings target	R
3. Sickness levels	R
4.	

### Current key risks

	RAG
1. Ensuring stability of services affected by transfer back of P&FM services into SCC	A
2.	
3.	
4.	

### Missings/breakdowns

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### Key objectives for next quarter

#### Customer services:

New Telephony Platform; Automation; OpenSpan  
Multi-skilling - DH Phase 3, use of Knowlagent tool

#### P&FM

Progressing implementation of “Atrium” property management system

#### Finance

Improving overall P2P process through innovation workshops, using lean system thinking

Electronic invoicing

Improving financial management info on SAP

#### HR

Cross cutting helpdesk project

RTI information (HMRC); Auto enrolment – pensions; sickness absence

Improved use of on line forms

#### ICT

Server refresh programme completion

Windows 7 start up progression

Helpdesk relocation/consolidation and improvement

DLO Infrastructure project on track for Sept installation

### Promises & Requests (outstanding / unresolved from previous review)

<ul style="list-style-type: none"> <li>▪</li> </ul>
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## ANNEX B

### GENERAL FUND REVENUE ACCOUNT FORECAST VARIANCES TO BUDGET 2013/14

	Port - folio	Cost Centre Description	Forecast Variance Updates				Variance explanation	Management Action
			Q1 £k	Q3 £k	Q4 £k	Total £k		
1	PTC	Building Control – Fee earning Account	35			35	The variance of £35k has arisen because of reduced fee income caused by the continued economic down turn. It is however, offset by savings elsewhere in the service identified as set out in 4 below.	Budget holder will review on a monthly basis.
2	PTC	Building Control – Staffing	(82)			(82)	The underspend is due in part to the fact that a vacant post will not be filled. Additional income has also arisen from a new working arrangement with Sedgemoor DC; and savings have been made on third party payments to the same authority.	Budget holder will review on a monthly basis.
3	OTH	Deane Helpline	125			125	There are a number of factors which have led to a projected overspend. £19k of computer licensing costs were not been budgeted for, and were previously included within ICT recharges. Furthermore, £30k of expenditure on equipment necessary for the operation of the service was not approved within the capital programme, and has been charged to revenue. £22k has arisen through additional staffing costs, although a reduction in the total hours worked is being used to mitigate this expenditure. Finally, the loss of major contract income (£53k) has severely impacted the service.	An external review will begin shortly to identify ways of reducing the Council's future financial commitment.
4	COR	Rent Allowances	160			160	This is a demand led service and the fluctuations in the number of people claiming benefit is outside of TDBC control. Due to the poor state of the economy and cuts in welfare benefits, customer's ability to repay overpaid benefit is severely compromised and consequently, despite best efforts, recovery rates have deteriorated.	Budget holder will review on a monthly basis.
5	COR	Rent Rebates to HRA	58			58	The factors influencing this service are the same as those set out for Rent Allowances above. It is anticipated that the full year impact on the budget will lead to an adverse variance of £58k.	Budget holder will review on a monthly basis.

	Port - folio	Cost Centre Description	Forecast Variance Updates				Variance explanation	Management Action
			Q1 £k	Q3 £k	Q4 £k	Total £k		
6	ENV	Somerset Waste Partnership	(92)			(92)	The overall results from an £80k increase in garden waste fees; and from a £51k underspend relating to contract fee amendments. A slight underspend on contract charges is also anticipated in the current year. £40k of this underspend can be used to offset the anticipated overspend on the waste recycling budget.	Budget holder will review on a monthly basis.
7	HSG	Housing Advice	(28)			(28)	An underspend arising from staff vacancies within Housing Options, and from savings due to a member of staff being on maternity leave.	Budget holder will review on a monthly basis.
8	PTC	Development Control Advice	(21)			(21)	There is a positive variance as a result of an increase in fee income relating to applications and pre - application advice.	Budget holder will review on a monthly basis.
9	PTC	Dealing with Applications	(42)			(42)	There is a positive variance due to increased income resulting from a number of high value applications.	Budget holder will review on a monthly basis.
		Various minor variances *	68			68	Net of other minor variances	Budget holders will review on a monthly basis.
	OTH	MRP (repayment of debt) *	(32)			(32)	An anticipated full year reduction in debt repayment.	No further action.
		<b>GRAND TOTAL</b>	<b>149</b>			<b>149</b>		

Note: Variances below £20k have been excluded.

\* Corrected from schedule reported to Corporate Scrutiny

Key: Portfolios

COM	Community Leadership
COR	Corporate Resources
ECD	Economic Development, Asset Management, Arts & Tourism
ENV	Environmental Services
GEN	General Services
HSG	Housing Services (Non-HRA)
PTC	Planning and Transportation/Communications
SPL	Sports, Parks & Leisure
OTH	Other Central Costs and Income

