

Taunton Deane Borough Council

Executive – 21 June 2011

Performance Monitoring – Outturn report 2010/2011

Report of the Performance and Client Lead Officer

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

1. Executive Summary




- 1.1 This report outlines the final performance data of the Council for the 2010/11 year
- 1.2 The detailed 2010/11 financial outturn data is submitted in a separate report although a high level summary is included in the Scorecard (section 3).
- 1.3 The monitoring of the Corporate Strategy, service delivery, performance indicators and budgets is an important part of the overall performance management framework.
- 1.4 **A high level summary of key successes / improvements** (ie 'Green' alerts) in 2010/11 include the following:
 - Council Tax and NNDR debit collection rates achieved the 2010/11 target and the outturn results are an improvement on the same period last year
 - 99.4% of calls to the Customer Contact Centre were resolved at the first point of contact
 - Speed of processing Benefits claims (new claims) achieved the 2010/11 target and was an improvement last year
 - Landlord services – the latest survey result shows 99% satisfaction with repairs
 - The Environment Health service achieved its key targets for the year, with some significant improvements from last year
 - 'Investors in People' accreditation was successfully achieved
 - 96% of all staff had a 'Performance Review & Employee Development' (appraisal) in the year (compared to only 76% in the previous year)
- 1.5 **A high level summary of areas off course / objectives not met** (ie 'Red' alerts) in 2010/11 include:
 - Levels of deprivation within Taunton Deane are worsening (ref Index of Multiple Deprivation 2010) with pockets of deepening deprivation in North Taunton and Taunton East
 - The 10% Carbon savings target was not achieved
 - Procurement benefits are behind the original forecast
 - The LDF/Core Strategy did not meet the planned timetable for publication & adoption
 - The recycling & residual household waste targets were not met
 - 'Major' planning applications – the target for speed of processing was not met
 - Equality Action Plans & Equality Impact Assessments are not yet fully embedded

2. The Performance Scorecard (please see **Appendix A**)

2.1 **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/Executive will provide further information in addressing under performance.

2.2 Key to performance alerts:

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

2.3 Please see the TDBC Scorecard at **Appendix A** for full details of 2010/11 Outturn performance.

3. Financial Outturn Performance (April 2010 - March 2011 Budget monitoring)

3.1 A summary of key financial performance is found in the scorecard (**Appendix A**), section three – Managing Finances.

3.2 A separate detailed report on the financial performance for 2010/11 is included on the agenda for this meeting.

3.3 Finance comment from the Strategic Finance Officer (Deputy S151 Officer):

- The revenue outturn position of a significant underspend of £492k is recommended to be transferred to General Fund Reserves. An explanation of the variance is given in the Budget Outturn report. After the transfer of the underspend the General Fund Reserves will be £3.166m which will be needed to support TDBC through the future financial challenges we face.
- The General Fund Capital after carry forwards has a variance of £0.033m and has made good use of external funding
- The HRA is overspent by £0.758m. Details are within the Budget Outturn report. This leaves the HRA reserves at £1.593m (approximately £265 per property) which is above the minimum level
- The HRA Capital programme has a small overspend of £0.195m. Most of the spend relates to our investment in our housing stock.

4. Legal Comments

There are no legal implications in this report.

5. Links to Corporate Aims

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

6. Environmental and Community Safety Implications

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

7. Equalities Impact

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

8. Risk Management

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

9. Partnership Implications

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

10. Recommendations








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







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1. CORPORATE STRATEGY AIMS





Tackling Deprivation & Sustainable Community Development (Aim 1)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.1	Objective 1 Focus on Taunton East, North Taunton & Rural Deprivation	Actions – Progress against key activities		Phase one activities for the North Taunton and Taunton East (benchmarking and engagement) are nearing completion. Benchmarking reports will be considered by Community Scrutiny on 7 th June 2011. Phase two (envisioning) commences July 21 st with a conference at Somerset College. Phase one activity for the rural areas (benchmarking) is due for completion in September 2011. Rural benchmarking reports will be considered by Community Scrutiny in July 2011
		Index of Multiple Deprivation (IMD) score		The Government has recently published new data for 2010. This shows that levels of deprivation within Taunton Deane are worsening (although the overall picture is generally good) with pockets of deepening deprivation in North Taunton and Taunton East. Access to services is a major issue for some rural communities. NB: The work of the Priority Areas Strategy is not yet at a stage where it can begin to influence the IMD scores. A report will be published on the Members' Portal in June that will identify how the council & its partners will seek to tackle these issues.
		Staff volunteer scheme		The pilot has been extended until September 2011. Existing volunteers are being invited to support activity days & help with community publications and policy reviews
	Objective 2 'One-Stop' advice on skills, employment & training	Actions – Progress against key activities		All job club members receive weekly 1 to 1 support from qualified volunteers. Taunton East - good progress, Wellington - significantly improved progress since Q3 with support of TDBC Ec Dev Team (new marketing initiatives to increase service take up). Ec. Dev. Team is working closely with the National Apprenticeships Service to engage Halcon businesses to identify key skills they need and provide apprenticeship opportunities, & on increasing business involvement in tackling worklessness in Taunton East .
		Number of people supported / back to work		Taunton East Job Club (Halcon, Lambrook & Lane) continues to achieve its targets for: Membership; 'Jobs applied for; and 'job offers'. Wellington Job Club is now meeting targets - the number of users has more than doubled since Nov 2010
	Objective 3 Secure medium term future of N. Taunton & Link Partnerships	Actions – Progress against key activities		Service Level Agreements in place (as of 2010/11) for North Taunton Partnership and Link Partnership. Formal monitoring occurs within the Priority Areas Sub Group. Minor amendments have recently been agreed. A more formal review will occur during Autumn 2011 once the further progress has been made with the Priority Areas Strategy
Funding secured			Funding secured for 2011/12 (£25k PCT contribution, and the rest from Strategy and Housing) and payments now being made. Funding uncertain beyond 2011/12	

Regeneration (Aim 2)				
Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.2	Objective 4 Facilitate the creation of a leading Green Knowledge economy	Actions – Progress against key activities		<ul style="list-style-type: none"> • Ec Dev team has not reached all targets due to a lack of staffing capacity in 2010/11 • Olympic torch relay task force underway led by Economic Development • Service Development Plan 2011 and 2012 produced in January - numerous partnership projects now being delivered according to 3 themes: 1) Stimulating Business Investment & Growth; 2) Ensuring a Skilled & Entrepreneurial Workforce; 3) Creating an attractive business environment • Ec Dev team has a proactive visits programme to support local business in realising their growth and investment plans • 'Into Somerset' partnership - progress promoting Somerset as an investment location • Work continues to progress a programme of events in the Town Centre, eg Olympic Torch Relay, Taunton Town Centre Management Company, Brewhouse Theatre
		Number of companies visited & supported		Ec Dev aims to visit 100 businesses per year, however the team has not reached all targets due to a lack of staffing capacity over the last 12 months. In addition, job creation figures will be provided annually, supported by a quarterly Ec Dev bulletin showing progress of the local economy
	Objective 5 Facilitate Housing growth	Actions – Progress against key activities		<ul style="list-style-type: none"> • Strategic Housing Land Availability Assessment completed • Core Strategy Published Plan to be published in July / August 2011 • TDBC is continuing to work closely with developers to bring sites forward (but housing market remains 'difficult')
		Net additional homes provided		Actual outturn 2010/11 = 459 dwellings. Following Coalition Government's intention to revoke Regional Spatial Strategies, the Council has revised strategic housing targets. A target of 500 dwellings has been applied to 2010/11, and this increases to 700 dwellings p.a from 2011/12.
		Supply of ready to develop housing sites		Target = 5 year supply of housing land within Taunton by Sept 2011 We currently have a 5 year supply identified, although marginal. Work will commence shortly on a review of the Strategic Housing Land Availability Assessment, this will identify a more up-to-date five year supply figure.
	Objective 6 Deliver Infrastructure	Actions – Progress against key activities		<ul style="list-style-type: none"> • Infrastructure Delivery Plan to be published alongside Core Strategy July / Aug 2011 • Work now commenced on interim Community Infrastructure Levy (CIL) / planning obligations arrangements • Castle Green redevelopment work has been delayed due to the process for moving bus stops. A way forward has been agreed & start on site still planned later this year • Project Taunton future funding will be part of the Budget Review Programme

Affordable Housing (Aim 3)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS	
1.3	Objective 7 Making homes more affordable	Actions – Progress against key activities		Affordable Housing is always identified as a priority in planning negotiations with developers and the Affordable Housing Working Group continue to explore options for additional sites. However, provision has been affected by slower than expected build out rates	
		Number of affordable homes delivered		Annual outturn = 197 2010/11 Target = 200 (175 units of rent & shared ownership + 22 private developers 'homebuy' units) The forecast 2011/12 = 267 (target of 200)	
		% of non-decent council homes		Annual outturn = 0.25% (= 15 properties 'non-decent') Target = max 0.5% (ie max 25 properties 'non-decent')	
		Somerset West Private Sector Housing Partnership measures (NB Targets to be developed for 2011/12)		Objective: Better standards and interventions in the private sector stock, by improving housing conditions	
		Measure		2010/11 annual outturn results & comments	
		Energy efficiency		2013 loft insulations; 176 cavity wall insulations; 106 boiler replacements; 16 night storage heater replacements; 12 gas heating system replacements.	
		No of empty properties brought back into use		15 46 active cases investigated	
No of Disabled Facilities Grants approved (approved & implemented)	64 in Council stock; 47 in private sector stock This increases independence and enables people to remain in their homes				
Housing standards (enforcement activities)	78 Houses in Multiple Occupation inspected; 20 fitness conditions complaints dealt with; 5 enforcement notices served				

Climate Change (Aim 4)				
Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.4	Objective 8 Meet the 10:10 challenge by reducing our carbon emissions	Actions – Progress against key activities		<ul style="list-style-type: none"> 2010/11 Carbon Management Plan (CMP) included 69 carbon reduction actions Progress reports on implementation of the Plan were produced in Aug 2010 & Jan 2011 When progress on implementation was checked in April: 36 actions had been implemented; 23 were in the progress of implementation & will be carried forward into next year's CMP; 10 actions were abandoned (as being either cost prohibitive or no funding available) Work on 2011/12 CMP started March 2011, and should be presented for approval in June/July Work on a strategy for achieving carbon neutrality due in 2011/12 TDBC '10 percent less' campaign has successfully raised awareness
		10% reduction in CO2 by Mar 11		<p>Carbon savings = -5.5% (TDBC sites and Tone Leisure sites combined) TDBC sites: - 8% Tone Leisure sites:-2.2% (This equates to combined financial savings of around £19,000)</p>
		Adapting to climate change		LAA target now removed, however TDBC will continue to work towards level 3 for 2011/12 (rather than 2010/11). Level 2 reported to DEFRA spring 2010 (Comprehensive Risk Assessment).
	Objective 9 Work with communities to reduce carbon emissions across the Deane	Actions – Progress against key activities		<ul style="list-style-type: none"> TDP (Taunton Deane Partnership; formerly called LSP) have agreed setting up of a working group to drive and co-ordinate the development of a Climate Change Strategy. Membership of the group will be agreed summer 2011 to develop the Strategy which should be completed Dec 2013. Work on creating a Passivhaus / Code 6 exemplar project in partnership with Magna Housing Association started Decision on SW RIEP funding for Duke Street flats retrofit proposal pending
	Per capita CO2 emissions in TD area	N/A	No targets set (awaiting updated data from DEFRA). Latest data published in Sept 2010 showed a 3% reduction from 2006 to 2008. This data is published annually, however there is a 2 year time lag. The 2009 data will be published in Sept 2011	

2. SERVICE DELIVERY

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






















Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS			
2.1	Ensuring development proposals are dealt with positively, with an emphasis on quality outcomes Delivering the Development Management Service aims	Planning Applications Speed of Processing	☹️	Type a) Major b) Minor c) Other	Outturn 52.4% 75.5% 82%	Targets 65% 75% 85%	Due to the small % of major applications received, the weighting of each individual case is such that although every effort is made to work within the target set, outside influences do play a major factor in the releasing of decisions
		% of appeals allowed against the authority's decision (Target 25%)		☹️	Annual Outturn = 31% (4 out of 13 appeals allowed) Quarter 4 = 25% (1 out of 4 appeals allowed) Although the target of 25% for the year was not quite met, this is a significant improvement on last year's result of 43%. The national expectation of planning appeals allowed against an Authorities decision is 33%.		
2.2	Safeguarding the health, safety & welfare of everyone in the Borough Delivering the aims of the Environmental Health Service	Satisfaction with EH regulatory services (Target = 75%)	☺️	Quarter 4 = 98% (2009/10 = 90%)			
		Food Safety compliance (Target = 80%)	☺️	Quarter 4 = 93% (2009/10 = 88%)			
		Environmental Protection Team reactive tasks	☺️	Annual outturn = 91% Total Service Requests responded to within target time (1809/1995) (e.g. pest control, dog warden, noise, odour, drainage, air pollution, public health). (2009/10 = 89%)			
		Health & Safety intervention visits (Target = 90%)	☺️	Annual outturn = 93% (416/ 446 inspections) (2009/10 = 77%)			
		Licensing inspections (Target = 75%)	☺️	Annual outturn = 100% (48 /48 inspections) (2009/10 = 49%)			






TDBC SCORECARD Q4 2010/11 (Appendix A)




2.3	Delivering customer driven services To deliver customer focussed services, achieving high levels of customer satisfaction.	85% of calls resolved at 1 st point of contact		Annual outturn = 99.4% Quarter 4 actual = 98.5% 1016 calls of all calls answered were transferred to back office which should have been deliverable within Customer Contact																																			
		80% of calls answered within 20 seconds		Contact Centre (Southwest One) Annual outturn = 82.6% Deane House Q4 = 99.1% DLO Depot Q4 = 93.2%																																			
		Complaints measures - 10 day response - % upheld		<table border="1"> <thead> <tr> <th></th> <th colspan="2">Total no. complaints</th> <th colspan="2">% 10 day response</th> <th colspan="2">% upheld</th> </tr> <tr> <th></th> <th>2010/11</th> <th>2009/10</th> <th>2010/11</th> <th>2009/10</th> <th>2010/11</th> <th>2009/10</th> </tr> </thead> <tbody> <tr> <td>TDBC</td> <td>89</td> <td>107</td> <td>82%</td> <td>N/A</td> <td>27%</td> <td>N/A</td> </tr> <tr> <td>SWP</td> <td>61</td> <td>27</td> <td>62%</td> <td>N/A</td> <td>66%</td> <td>N/A</td> </tr> <tr> <td>Total</td> <td>150</td> <td>134</td> <td>75%</td> <td>65%</td> <td>43%</td> <td>51%</td> </tr> </tbody> </table> A full Corporate Feedback analysis report for 2010/11 will be provided in Q2.		Total no. complaints		% 10 day response		% upheld			2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	TDBC	89	107	82%	N/A	27%	N/A	SWP	61	27	62%	N/A	66%	N/A	Total	150	134	75%	65%	43%	51%
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Benefits Service: Time to process new claims		Quarter 4 actual = 18.26 days (Target= 22 days) (Q4 2009/10 was 18.63 days)																																					
Landlord Services – satisfaction with repairs		99.06% satisfied overall with the repairs service. (Target = 98%) Survey results Jan 2011. Next survey due to be carried out July 2011.																																					
2.4	Ensuring the Borough is a clean and attractive place to live, work & visit Delivering Parks, Street Cleansing, Highways & Transport Services that are high quality and cost-effective	Street & environmental cleanliness targets		% of surveyed land that is assessed as having unacceptable deposits of:																																			
				<table border="1"> <thead> <tr> <th>Type</th> <th>Q4 results</th> <th>Targets</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>Litter</td> <td>3%</td> <td>6%</td> <td>Better than the national average</td> </tr> <tr> <td>Detritus</td> <td>32%</td> <td>20%</td> <td>Off target, probably due to the severe weather experienced at the start of the period and lack of mechanical sweeping that could be carried out.</td> </tr> <tr> <td>Graffiti</td> <td>4%</td> <td>4%</td> <td>Better than the national average</td> </tr> <tr> <td>Fly posting</td> <td>1%</td> <td>1%</td> <td>Better than the national average</td> </tr> <tr> <td>Fly-tipping</td> <td>2</td> <td>2</td> <td>No official results available yet</td> </tr> </tbody> </table>	Type	Q4 results	Targets	Comments	Litter	3%	6%	Better than the national average	Detritus	32%	20%	Off target, probably due to the severe weather experienced at the start of the period and lack of mechanical sweeping that could be carried out.	Graffiti	4%	4%	Better than the national average	Fly posting	1%	1%	Better than the national average	Fly-tipping	2	2	No official results available yet											
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Quality assurance accreditation / Awards		An AA Survey of 1,912 of its members reported that Taunton Deane along with two other Authorities had the 'best streets' in the UK for categories that included street cleanliness. The Green Flags, Green Pennant and Heritage Awards for the conditions of five of our Parks remain in place.																																					






3. MANAGING FINANCES (ref separate Budget Outturn report for detailed budget monitoring)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
3.1	Budget monitoring To control spending within approved budget total for the year	General Fund Revenue within 0.5% =  0.5 – 2% =  over 2% = 		2010/11 Outturn = underspend of £0.492m Please refer to separate Budget Outturn report
		General Fund Capital within 2% =  2 – 3.5% =  over 3.5% = 		
		Housing Revenue (HRA) within 0.5% =  0.5 – 2% =  over 2% = 		
		HRA Capital within 2% =  2 – 3.5% =  over 3.5% = 		
3.2	Reserves To maintain an adequate reserve (based on financial risk analysis)	General Fund reserve >£1.25m =  £1 - £1.25m =  <£1m = 		
3.3	Next year's budget gap	A balanced budget 2011/12		

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS										
3.4	Debt collection	Council Tax Target = 98%		Year end outturn actual = 98.21% (Last year 2009/10 was 97.74%)										
		NNDR Target = 98.3%		Year end outturn actual = 99.01% (Last year 2009/10 was 98.90%)										
		Housing Rent Target = 98.3%		Year end outturn actual = 98.1% (Last year 2009/10 was 97.7%) The total expected income for the HRA relating to dwellings in 2010/11 was £20,122,560. The 0.2% that the target was missed by = approx £40K, which is well within an acceptable threshold and the staff are to be congratulated at achieving 98.1% debt collection. New targets agreed and the team are busy ensuring rental income is at a maximum.										
		Sundry Debts position In SAP only*		<table border="1"> <thead> <tr> <th></th> <th>End of Quarter 4 (as at 31 March 2011)</th> <th>Last year (as at 31 March 2010)</th> </tr> </thead> <tbody> <tr> <td>Outstanding debt</td> <td>£3.53m</td> <td>£5.86m</td> </tr> <tr> <td>Aged debt over 90 days old</td> <td>49%</td> <td>42%</td> </tr> <tr> <td>Value:</td> <td>£1.73m</td> <td>£2.46m</td> </tr> </tbody> </table> <p>The value of debts in SAP has fallen sharply between 31st March 2011 against the corresponding time in 2010. Much of this fall is attributable to collection processes in SAP now operating in the way envisaged and more lately an increased focus on debt collection within the organisation. This status is amber because although the SAP collection processes are in place, service engagement with debt collection has improved and overall arrears levels have fallen significantly compared to 2010, the value of debt is still significant. It contains approximately £1m of debt carried forward onto SAP from our legacy debtors system on 1st April 2009 which requires increased attention from our services and decisions to be made about the action to be taken</p> <p>* Debts on systems other than SAP are not included within the figures shown above.</p>		End of Quarter 4 (as at 31 March 2011)	Last year (as at 31 March 2010)	Outstanding debt	£3.53m	£5.86m	Aged debt over 90 days old	49%	42%	Value:
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Value:	£1.73m	£2.46m												
3.5	Benefits subsidy	To achieve 100% subsidy		Projection for 2010/11 = 100% (by remaining in the lower threshold for LA error overpayments)										








3.6	Transformation Projects Ensure TDBC realises benefits of the various transformation projects, including the adoption of a new procurement strategy	Procurement benefits Original estimated target at end Mar 2011 £1.76m		<p>£944k has been deducted to date from budgets in relation to savings initiatives which have been signed off to date.</p> <p>Actual savings reported as delivered at end March is £816k.</p> <p>This is red as savings are significantly behind the original forecast put forward by IBM.</p> <p>Because savings initiatives signed off to date are much lower than originally forecast by IBM there are insufficient funds to enable the repayment of reserves, used to part finance the SW One transformation projects, during 2010/11 as originally planned. A report went to the Executive on 13th April 2011 recommending £496k, due to the General Fund and Core Council Review Reserves, be rescheduled so that £300k will be repaid during 2011/12 and the balance of £196k during 2012/13.</p> <p>An exercise is currently underway, in conjunction with Southwest One, to re-profile likely savings during the period 2012/13 to 2015/16 inclusive which will help aid budgetary planning in respect of this period. Recently available spend analysis reports in SAP will be key in achieving this. Procurement savings is also included as a workstream within the council's Budget Review Project.</p> <p>A Procurement benefits update report is due to be taken to Corporate Scrutiny committee 21st July.</p>
3.7	Efficiency Savings	3.5% savings p.a (of 2007/08 baseline)	N/A	<p>This figure was not available at the time of submitting the report. A verbal update will be provided at the meeting.</p>

4. KEY PROJECTS








Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
4.1	Local Development Framework (LDF) Core Strategy To create a plan to deliver sustainable growth	- Publish Core Strategy for consultation in Mar/Apr 2011 - Adopt the LDF Core Strategy in March 2012		Publication delayed until July/Aug due to purdah for elections in May. Adoption now due July 2012. The Local Development Scheme has been updated to reflect this new timetable and although it makes us more vulnerable not having a signed off Core Strategy, the committee sign off process through Scrutiny (6 th June), Executive and Full Council (starting June 2011), will help demonstrate our intention and make the draft Core Strategy increasingly 'material' in consideration of planning applications.
4.2	DLO transformation project			Interim proposals for internal transformation of the DLO were approved by members in December 2010. Final proposals for DLO internal transformation of the DLO will be put to members for a decision in August 2011.
4.3	Budget Review Programme (NEW)	- Deliver a budget strategy for a balanced budget 2012/13 - 15/16 - Agree future priorities & set a new Corporate Strategy (2012-16)		The project is moving ahead and a huge amount of work is being done behind the scenes to complete the various workstreams within the planned timescale. Phase 1 (data gathering & research) is almost complete, and Phase 2 (engaging with Members & refining the savings options) will run June – July. Consultation & regular reporting is on-going through: Members' Change Steering Group; Unison Change Forum; Staff Briefings.
4.4	SAP BOP (Back Office Processing) system re-launch	SAP Back Office Processing (BOP) system implementation		Significant progress has been made during 2010/11 in fixing the problems with areas of the system, launching the outstanding modules & in the areas of staff training & support. The majority of the system is now working. However, this has been flagged as AMBER because the re-launch is taking longer than anticipated and because we have yet to launch a number of key modules. The Members Change Steering Group continue to track in detail the progress of the SAP project.
4.5	Project Taunton	Project progress & development milestones achieved		Firepool – start on site of phase 1 is expected July 2011. Contractual obligations have been complied with. Castle Green – start on site planned for later this summer Goodlands Garden – start on site July 2011 NB – detailed quarterly progress reports are produced by Project Director for the Project Board



5. KEY PARTNERSHIPS

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5.1	Taunton Deane Partnership	PIs to be developed for 2011/12 to measure the 3 priorities	☺	<p>The work of TDP received the endorsement of Community Scrutiny on 8th March 2011, who also agreed to provide regular scrutiny of the partnership.</p> <ul style="list-style-type: none"> • Priority Areas (tackling deprivation across TD): Working towards a multi-agency/community 'visioning' event on July 21st 2011 that will begin the process of preparing an Action Plan for North Taunton/ Taunton East. • Planning Cycles (aligning budgets and staff resources) : Way forward to be agreed at the next Board meeting (5th July 2011): • Promoting Taunton Deane: Very successful launch event held at Somerset College on 10th May 2011. Now beginning the preparation of an Action Plan 																																		
5.2	Southwest One	Efficient delivery of in-scope services (basket of KPIs)	☺	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="5" style="background-color: #00FF00; text-align: center;">Key Performance Indicators – Quarter 4 (2010/11)</th> </tr> <tr> <th></th> <th style="text-align: center;">No. of indicators</th> <th style="text-align: center;">No. of times measured in Q4</th> <th style="text-align: center;">No. on Target</th> <th style="text-align: center;">% on target</th> </tr> </thead> <tbody> <tr> <td>Monthly</td> <td style="text-align: center;">13</td> <td style="text-align: center;">39</td> <td style="text-align: center;">39</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Quarterly</td> <td style="text-align: center;">10</td> <td style="text-align: center;">10</td> <td style="text-align: center;">10</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Annually</td> <td style="text-align: center;">21</td> <td style="text-align: center;">21</td> <td style="text-align: center;">19</td> <td style="text-align: center;">90.5%</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">44</td> <td style="text-align: center;">70</td> <td style="text-align: center;">68</td> <td style="text-align: center;">97.1%</td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="background-color: #FF0000; color: white; text-align: center;">KPI failures ☹</th> <th style="background-color: #00FF00; color: white; text-align: center;">Successes ☺</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <p>Benefits - Recovery of Overpaid Housing Benefit. Failed annual target by 3.6%</p> <p>Finance - Budget Setting Input – Accuracy of information input into SAP.</p> </td> <td style="vertical-align: top;"> <p>Revenues - % of the net collectable Council Tax debit collected in-year.</p> <p>Revenues - % of the net collectable NNDR collected in-year.</p> <p>Both the above are the best collection results that TDBC have ever achieved. This also put TDBC in the top national quartile.</p> <p>Property – greater resilience through shared service delivery.</p> <p>Customer Contact - % of calls resolved at first point of contact. Exceeded the target by 10%.</p> <p>Customer Contact - % of external customers rating the service as Very Good/Good. Achieved 96% satisfaction.</p> </td> </tr> </tbody> </table>	Key Performance Indicators – Quarter 4 (2010/11)						No. of indicators	No. of times measured in Q4	No. on Target	% on target	Monthly	13	39	39	100%	Quarterly	10	10	10	100%	Annually	21	21	19	90.5%	Total	44	70	68	97.1%	KPI failures ☹	Successes ☺	<p>Benefits - Recovery of Overpaid Housing Benefit. Failed annual target by 3.6%</p> <p>Finance - Budget Setting Input – Accuracy of information input into SAP.</p>	<p>Revenues - % of the net collectable Council Tax debit collected in-year.</p> <p>Revenues - % of the net collectable NNDR collected in-year.</p> <p>Both the above are the best collection results that TDBC have ever achieved. This also put TDBC in the top national quartile.</p> <p>Property – greater resilience through shared service delivery.</p> <p>Customer Contact - % of calls resolved at first point of contact. Exceeded the target by 10%.</p> <p>Customer Contact - % of external customers rating the service as Very Good/Good. Achieved 96% satisfaction.</p>
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	Southwest One	Social & economic development		Progress is being made whilst SCC and TDBC Ec. Dev. Teams work together to review future areas of focus. An example of work that has been progressing is the support with the development of a bid to secure EU funding to develop a programme to increase innovation in Somerset's food and drink industries
5.3	Tone Leisure 'More people, more active, more often'	Target 2% increase in total leisure visits		2010/11 outturn = 1,030,917 visits = 9860 more visits that 2009/10 (+1%) Quarter 4 (Jan – Mar 11) actual = 281,142 = +14196 on 09/10 (+5%)
		Progress against Tone Leisure key business objectives		Tone Leisure endured a tough year with losses minimised, mainly due to the timely investment in the ' <i>Feel Good Factory</i> ' in January 2010, 'Z3' and the continued growth in the fitness class programme. Tone are working hard to ensure the financial pressures faced are tackled and will be working with TDBC as a priority to address the continued decline in Swimming.
5.4	Somerset Waste Partnership To increase participation in the recycling service through promotion and enforcement	PI - % of household waste sent for reuse, recycling & composting (Target = 49.2%)		2010/11 annual outturn = 45% (Last year 2009/10 = 45.5%) It should be noted that the target for 2010-11 does not take into account any further recession or economic growth effects, any increased waste minimisation, or recycling capture or participation, beyond the effect of Sort-It+. The TDBC cumulative recycling rate to Qtr 4 (outturn) remains the highest of all of the five Somerset Districts. Action: With any future improvement to the economy, this can only increase the recycling rate and bring it more into line with expected targets.
		PI – Residual household waste (Target = 362kg per household)		2010/11 annual outturn = 383.3kg (Last year 2009/10 = 381kg) It should be noted that the target for 2010-11 does not take into account any further recession or economic growth effects, any increased waste minimisation, or recycling capture or participation, beyond the effect of Sort-It+. However, TDBC Qtr 4 (outturn) result for residual waste landfilled remains the lowest of all the five Somerset Districts.
		Progress against key business objectives		The roll-out of 'Sort It Plus' is a key achievement (all 5 of the Somerset Districts will now be on line by the end of the financial year 2011-12, resulting in further cost savings). However, due to the continued economic downturn and reduced quantities of available materials to recycle, we have not achieved the target of 49.2% recycling for 2010-11.
5.5	South West Audit Partnership	Target min 90% of 2010/11 Audit plan delivered		92% of planned audits in 2010/11 were completed or are in progress (36 audits in the plan, 33 completed)







6. PEOPLE (Human Resources)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
6.1	Investors in People (IiP) Achieve IiP re-accreditation, by delivering the IiP action Plan	Milestones achieved in IiP Action Plan.		Complete
		IiP accreditation by March 2011		Complete and IiP Awarded. Accreditation is for 3 years, with annual reviews.
6.2	Staff Sickness Reduce sickness absence through strong absence management, revised policies & procedures, & training	Target = 9 working days max lost per FT employee		2010/11 actual = 9.62 days This figure shows a reduction of 0.77 days from 2009/10 and is therefore a reduction for the second successive year. Targets being set for a further reduction this year ACTIONS: <ul style="list-style-type: none"> • Theme Managers now receiving monthly reports (detailed reports now available from the SAP system) • Further training being delivered to managers
6.3	PRED / Training Plans Maintain effective performance management of people and establish & deliver development needs	100% completion of PREDs		96% of staff (Core Council) have had a PRED in the last 12 months (Last year was 76%)
		100% completion of training plans		100 % complete for current year. Allocation of funds and plans to address training needs complete
		100% delivery of 'essential' training activities (corporate training plan)		95% of the 2010/11 Corporate training plan due in Quarter 4 was delivered. Outstanding actions planned between April and June. (Last year was 65%)
6.4	Staff Turnover	Target 12% (voluntary leavers as % of staff in post)		Total turnover = 6.91% Voluntary Turnover = 4.08% Early Retirement/Redundancy = 1.41% Ill Health Retirement = 0 Other (End of Contract/Dismissal) = 1.41%

6.5	Improve Staff Satisfaction	Results from staff survey / resulting action plan		The action plan to address the issues arising from the 2010 survey has been developed and communicated to staff. Implementation of this is on target and is part of a regularly reviewable Organisation Development strategy and plan
6.6	Embed 'thematic working' Develop new ways of working and behaviours that are more flexible, involve project working and less rigid structures.	Results from staff survey. Positive evidence in cross organisational working, effective project teams, greater staff flexibility leading to improved organisational performance		Major communication/engagement events (staff briefings) held in 2010. The Corporate Organisational Development plan sets down other initiatives for developing thematic working. This will be a long-term initiative that will take time to embed, but progress is being made particularly through the creation of a number of cross organisational project groups which are working effectively and other examples of people taking on projects outside of their normal job role. The 2010 Staff Survey revealed that 64% of staff consider that ' <i>co-operation between teams is good</i> '.

7. CORPORATE MANAGEMENT

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS												
7.1	Corporate Governance Action Plan 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 refreshed Corporate Governance Action Plan is now in place for 2011/12. This plan currently includes 33 actions, with the status as at end May being: <table border="0" style="margin-left: 20px;"> <thead> <tr> <th></th> <th style="text-decoration: underline;">High priority actions</th> <th style="text-decoration: underline;">Total actions</th> </tr> </thead> <tbody> <tr> <td>Green (on course)</td> <td>= 67% (12 actions)</td> <td>= 65% (20 actions)</td> </tr> <tr> <td>Amber (some concern)</td> <td>= 33% (6 actions)</td> <td>= 32% (10 actions)</td> </tr> <tr> <td>Red (off course)</td> <td>= 0</td> <td>= 2% (1 action)</td> </tr> </tbody> </table> (+ 2 actions pending updates) A detailed report is taken quarterly to the Corporate Governance Committee.		High priority actions	Total actions	Green (on course)	= 67% (12 actions)	= 65% (20 actions)	Amber (some concern)	= 33% (6 actions)	= 32% (10 actions)	Red (off course)	= 0	= 2% (1 action)
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7.2	Audit & Inspection Ensure that statutory Audit & Inspection obligations are met, and scores maximised	Internal audit findings	N/A	High Risk recommendations* 2010/11 = 7 (2009/10 = 15) These recommendations are included within the Corporate Governance Action Plan. * 'Priority rating 5' = <i>Findings that are fundamental to the integrity of the unit's business processes and require the immediate attention of management</i>												
		2009/10 Final Accounts unqualified		Audit Commission Annual Governance Report 2009/10 presented to Corporate Governance Committee 27 September. The Council received an "unqualified" opinion on the 2009/10 accounts.												
7.3	Equalities & Diversity Develop practices & policies based on Equalities Framework for Local Govt ('achieving' level)	Themes/Service areas delivery of Equality Action Plans	N/A	All Theme/Service Equality Action Plans are currently in the process of being reviewed and refreshed for 2011/12 (as part of service planning). Due to the current management focus on the Budget Review project this process is behind schedule, however will be complete and available for reporting in Quarter 1.												
		Council reports including Equality Impact Assessments		Reports to Committees that should have detailed Equality Impact Assessment/Summaries that did = 56.25% (target 100%) (NB. At Quarter 3, this was 29%) There are still a significant number of reports to Members that do not clearly explain the potential of the decision to impact on those with characteristics protected by law. With the recent spate of decisions being quashed on the grounds of inadequate or lack of Equality Impact Assessments being taken into account by decision makers the risk to the authority in terms of cost and reputation remains. An analysis with comments on particular reports is available upon request.												

7.4	Risk Management To ensure major risks are managed by embedding Risk Management Strategy	Delivery of RM Strategy & Policy & Procedures		<ul style="list-style-type: none"> Annual review and refresh of Corporate Risk Register completed by CMT & reported to Corporate Governance Committee 14 March Risk registers (corporate, projects & Theme/Services) monitored quarterly Next report due at Corporate Governance Committee in July
7.5	Value for Money / Benchmarking To ensure that Services provide excellent value for money	Council Tax charges – in lowest quartile		TDBC 2010/11 Council Tax precept was within lowest 20% of all English Districts.
		Target efficiency savings at areas with poor VfM		Service data analysis is key part of the 'Budget Review' programme. The project workstream outcome is 'to provide relevant financial & performance analysis of Council services to aid understanding of cost & value for money'. The project is also considering 'Efficiencies through technology & processes'. Findings will be presented to Members as part of the Budget Review Programme consultation & reporting process (June – August).
7.6	Asset Management Develop the Council's Asset Management arrangements	Implementation of Asset Mgt Plan		The plan continues to progress but at a slower pace due to the Budget Review Project for which much of the strategy is part of the Assets and capital review work stream
		Target 70% of maintenance spend planned		The codes within the SAP system to enable reporting of this have now been set up and have begun to be used. A report will be available by the next update of this report (Quarter 1, 2011/12)
7.7	Health & Safety To raise the standard of Health & Safety knowledge & performance	Delivery of H & S Action Plan		A revised corporate Health & Safety forward plan for 2011 is now in place, which includes actions to address 5 priority issues. This plan will be monitored using 3 new performance measures (available for reporting as from Quarter 1, 2011/12). Further detail on progress of the H & S forward plan is provided at the quarterly Corporate Governance Committee.