

Taunton Deane Borough Council

Executive – 3 March 2010

Financial and Performance Monitoring – Quarter 3 2009/2010

Joint Report of the Performance and Client Lead and Financial Services Manager

(This matter is the responsibility of Executive Councillor Nicola Wilson)

1. Executive Summary

- 1.1 This report provides an update on the financial position and the performance of the Council to the end of Quarter 3 of 2009/10 (as at 31 December 2009).
- 1.2 Members should note that monitoring reports have been revised following consultation and a new Performance Scorecard has been produced.
- 1.3 The scorecard provides members with a more holistic view of the Council's performance, and allows for a quicker focus on key problem areas.
- 1.4 A high level summary of successes/improvements include the following:
 - The General Fund Revenue shows a potential overspend of £40,000, a decrease of £180,000 from that reported in Quarter 2
 - 2010/11 Draft Budget balanced
 - General Fund reserves healthy
 - Local Development framework, Core Strategy progress
 - Core Council Review meeting milestones
 - Customer calls answered within 20 seconds and resolved at first point of contact
 - Speed in processing planning applications for minor and other applications.
- 1.5 A high level summary of areas off course include:
 - Additional homes built and affordable homes delivered are both off target due to the recession
 - Household waste recycling
 - Council tax, NNDR and sundry debtors collection
 - Procurement benefits
 - Employee sickness
 - Planning appeals allowed
 - Licensing inspections.

2. Purpose of Report

- 2.1 The monitoring of the Corporate Strategy, service delivery, performance indicators and budgets is an important part of the overall performance management framework. This report analyses data to the end of Quarter 3 (April to December) 2009/10.

3. Performance and Financial Monitoring

3.1 Background

3.1.1 A new framework for performance management was approved by Corporate Scrutiny Committee and the Executive Committee in September 2009.

3.1.2 The key changes to the process, which are being implemented to improve and strengthen how we monitor and manage the performance of all council services, are:

- Performance reports will be produced using the exception principle, namely, only providing full details on those areas of concern
- The introduction of a new Performance 'Scorecard', which is designed to be simple to use and will reduce the size of the report
- Performance reports and the Scorecard will provide a better and more holistic overview of the council's performance
- The performance reporting cycle has been reaffirmed, Reports will be presented in sequence.
 - Firstly to the Corporate Management Team (CMT) where key issues / concerns will be discussed in detail with corrective actions proposed documented.
 - Secondly to the Executive Committee, which should agree actions deemed necessary to address areas of poor or deteriorating performance.
 - Finally, the performance report is presented to the Corporate Scrutiny Committee, whose role in addition to reviewing the full performance report is to scrutinise the actions proposed on any areas of under performance.

3.2 New Performance Scorecard (Ref Appendix A)






3.2.1 The Performance & Client Team have developed a new Performance Scorecard with the assistance and input of Corporate Management Team (CMT), and from Members who attended either a workshop or briefing in January 2010.

3.2.2 The Scorecard is divided into seven sections, which are structured to provide a summary of all the main areas of performance that require reporting. These are:

- **Corporate Strategy Aims**
A high level progress update on planned actions and key performance indicators for the corporate aims & objectives (Economy; Transport; Crime; Healthy Living; Environment; Delivery)
- **Service Delivery**
A summary of the key performance measures and issues of the key council services: Planning; Environmental Health; Customer Contact Centre; Benefits Service; Landlord Services; DLO incl Parks, Street Cleansing' Highways & Transport
- **Managing Finances**
A summary of the key financial measures and issues. Further details for this section will be included in an appendix B.

- **Key Projects**
A summary progress update for the current high priority council projects: Local Development Framework; Housing Improvement; SAP; Core Council Review; Project Taunton
- **Key Partnerships**
A summary of the performance and status of the key partnerships: Local Strategic Partnerships; Southwest One; Tone leisure; Somerset Waste Partnership; South West Audit Partnership
- **People (Human Resources)**
A summary of the key performance measures and objectives of our corporate Human Resource priorities: Investor in People award; staff sickness; PREDs, Training plans; staff turnover; staff satisfaction; Thematic working
- **Corporate Management**
A summary of the high priority corporate management and operational issues: Corporate Governance; Audit & Inspection; Equalities & Diversity; Risk Management; Value for Money; Asset Management; Health & Safety

3.2.3 **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 by the 7 sections as listed above	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.
			 (green)	Planned actions are on course
			 (amber)	Performance indicators are on target
			 (amber)	Some uncertainty in meeting planned actions
			 (amber)	Some concern that performance indicators may not achieve target
			 (red)	Planned actions are off course

				Performance indicators will not achieve target
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4. Quarter 3 – Financial Performance (April - December Budget monitoring)

4.1 A summary of key financial performance is found in the scorecard (Appendix A), section three – Managing Finances. A more detailed financial performance report can be found in Appendix B.

4.2 Comment from the Strategic Finance Officer (S151 Officer)

Since the Quarter 1 report was submitted in September 2009 much progress has been made in fixing the issues within the SAP system, which were preventing us from undertaking accurate budget monitoring. With the exception of the ongoing problems with the DLO budget monitoring, I am now confident of the accuracy of the figures provided in this report.

5. Effect on Corporate Priorities

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

6. Recommendation

6.1 It is recommended that the Executive review the Council's performance and financial position as at the end of Quarter 3, taking corrective action where necessary.

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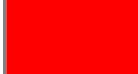
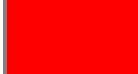
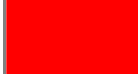


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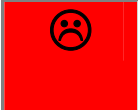
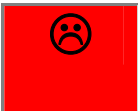



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1. CORPORATE STRATEGY AIMS

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
AIM 1	Economy Regenerating Taunton and strengthening the economy of the Borough	Actions - progress against the key activities		Progress against the various activities within the Economy Aim is mixed. ☺ New Economic Development Strategy produced and awaiting approval ☺ Creation of Enterprise Gateways to promote new work opportunities & skills development is in progress
		PI – Overall employment rate (LAA target: 77.5%)		Most recent figure = 82% (2007/08). Current economic climate affects
Aim 2	Transport Minimising the growth in traffic congestion	Actions - progress against the key activities		☺ Cycling task & finish group formed and producing recommendations ☺ TDBC staff travel survey expected in 2010 ☺ Work on TDBC travel plan has not yet resumed
		PI - No measures available at Quarter 3	N/A	<i>These are annual or ad hoc measures and are not available at this time.</i>
Aim 3	Crime Promoting safer communities and tackling anti-social behaviour	Actions - progress against the key activities		☺ New CCTV cameras installed in Halcon ☺ Licensing inspections backlog due to reduced team (ref SD2)
		PI – Serious acquisitive crime rate (target = decrease from last year)		2008/09 was 9.7 crimes per 1000 population. It is likely that this figure will be below 9 for the end of 2009/10. This will equate to approx 7% reduction on the previous year.
		PI – Serious violent crime rate (target: decrease)		1244 incidents (Yr to date) shows a slight a drop of 1% on same period last year. Year end forecast would appear to be in the region of 1600 incidents which is just under the previous year. Taunton Deane is not performing well in this measure when set against areas of similar size. Action: Plans are in place to review the work within Taunton Night time economy, to address under performance.
Aim 4	Healthy living Promoting healthy &	Actions - progress against the key activities		☺ Swimming Task & Finish group convened ☺ Free swimming initiative successful

	sustainable communities			☺ 5 yr supply of housing sites unavailable Borough-wide (incl Taunton), but is sufficient in rural areas
		PI – Net additional homes provided (target: 1000pa)		Projected 398 dwellings by March 2010. Poor record of delivery is principally due to the recession & lack of developer finance / mortgages Action: Proposed ‘interim release of sites’ will contribute approx 1100 additional dwellings to the existing supply (3000 live planning consents & 1500 capacity for new homes on deliverable sites identified within SHLAA). However, the availability of land will not necessarily result in increased delivery of dwellings.
		PI – Number of affordable homes delivered (target: 233pa)		Projected 87 affordable homes by March 2010. This is entirely due to difficulties caused by the recession and uncertainty with Homes & Community Agency funding (the funding mechanism is changing). Action: Regeneration schemes on council owned land will make a significant difference in the next 2 – 3 years. The Core Council Review has enhanced resources in the area. ‘Affordable Housing’ is agreed as a new corporate priority (Corporate Strategy 2010 – 2013)
		PI – Number of households in temporary accommodation (target: 56 max)		Actual = 47 as at end Quarter 3.
		PI – Leisure visits (target = 4% increase on last year)		Total leisure visits up 5% year to date against last year (NB – includes Free Swimming figures)
Aim 5	Environment Safeguarding and Enhancing the local environment	Actions - progress against the key activities		☺ ‘Sort it Plus’ roll out on schedule (ref P4) ☺ Temporary Climate Change Strategy Officer post filled & will commence March 2010 - action plan will then commence to achieve 10:10 commitment, & reducing use of natural resources in council buildings ☺ Council’s Biodiversity Action Plan and progress reporting is well underway
		PI – Improved street & environmental cleanliness		All areas (litter, detritus, graffiti, fly-posting, fly-tipping) improved on 08/09 (ref SD4)

		PI – Residual household waste (target: 362kg per household)		Predicted outturn = 380 kg/hh. Actual year-to-date at Q3 = 285kg Refer to P4, Somerset Waste Partnership
		PI - % of household waste sent for reuse, recycling & composting (target: 49.2%)		Predicted outturn = 46.6 % Actual year-to-date at Q3 = 46.6% Refer to section 5 (Key Partnerships) P4, Somerset Waste Partnership
Aim 6	Delivery Delivering accessible, value for money services	Actions - progress against the key activities		Refer to Service Delivery (section 2) for a summary of the key performance measures and issues of the key council services: Planning; Environmental Health; Customer Contact Centre; Benefits Service; Landlord Services; DLO incl Parks, Street Cleansing' Highways & Transport In addition, Pioneer Somerset is disbanded although in many areas partnership working already commenced will continue
		PI – Value for money (NI 179 target: 3.5% increase pa)		Forecast performance for cumulative gains to be achieved by March 2010 is £884,000 (as reported at Corporate Governance Committee 10 th Dec 09). Work is being undertaken to establish the actual target.
		PI - % of calls resolved at 1st point of contact (contact centre target: 85%)		Year end forecast = 96%

KEY TO ALERTS

 (green)	Planned actions are on course	 (amber)	Some uncertainty in meeting planned actions	 (red)	Planned actions are off course
	Performance indicators are on target		Some concern that performance indicators may not achieve target		Performance indicators will not achieve target

2. SERVICE DELIVERY

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

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
SD1	Ensuring development proposals are dealt with positively, with an emphasis on quality outcomes Delivering the aims of the Development Management Service	Planning Applications Speed of Processing Targets (NI 157) a) Major applications 65% b) Minor applications 75% c) Other applications 85%	☹	a) Major applications: 61% b) Minor applications: 78% c) Other applications: 88% The majors is due to the lack of new major proposals coming in so clearing longstanding ones is having a greater impact on figures than normal. Action: Further analysis & research is being undertaken into speed of 'major' applications
		% of appeals allowed against the authority's decision – target max 25%	☹	Actual April – December = 40% (40 appeals lodged / 16 allowed against council's decision). We are still above the target figure of 25% but have made a significant improvement from the previous quarter. Action: On receipt of the Planning Inspector's decision on any Appeal, the information is circulated and discussed and where necessary "lessons learned" noted. Further analysis & research is being undertaken.
SD2	Safeguarding the health, safety & welfare of everyone in the Borough Delivering the aims of the Environmental Health Service	Satisfaction with EH regulatory services (NI 182) County-wide target = 75%	☺	Actual as at end Q3 = 90%
		Food Safety compliance County-wide target = 80%	N/A	<i>Data available at year end</i>
		Health & Safety intervention visits - target 90%	☹	76% of H & S intervention visits that should have been carried out that were carried out. Action: see below
		Licensing inspections – target 100%	☹	As at Q3, 56% of planned inspections of licensed premises were undertaken due to under resourcing issues (recruitment freeze due to CCR). Action: Work being prioritised towards meeting minimum statutory requirements. A return to full staffing levels is expected by April.
SD3	Delivering customer driven services To deliver customer focussed services,	85% of calls resolved at 1 st point of contact (SW1)	☺	Year end forecast = 96%
		80% of calls answered within 20 seconds (SW1)	☺	Year end forecast = 86%

As at: 23/02/2010








TDBC SCORECARD Q3 2009/10 (Appendix A)








	achieving high levels of customer satisfaction.	Complaints measures - 10 day response - Complaint resolution		78/105 complaints responded to within 10 days = 75% (April – Nov 09). Average response time = 8 days. Complaints upheld = 41%. Full complaints analysis is subject to separate reporting (last reported Oct 09). ☺ New Customer Relationship Management (CRM) system and website successfully introduced in December 2009
		Satisfaction with the local area (Place Survey)		2008 result = 88% Top quartile nationally (average national = 81%).
		Benefits Service – speed of processing new claims		Target = 22 days. Actual as at end Quarter 3 = 19 days
		Benefits Service – speed of processing changes of circumstance Target = 8 days		Actual as at end Q3 = 9.4 days Increases to live benefits caseload (+9%), no. of changes of circumstance (+12%), calls to Benefits Advice Team (+6%), help desk visitors (+60%) Action: Various improvements being implemented: pilot re processing at time of visit; process re-engineering; e-claims product launch by May 10 (to capture new claims & changes electronically); & plans for dealing with change of circs by phone
		Landlord Services – satisfaction with repairs Target = 98%		Latest survey results = 98% (April 2009)
SD4	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 deposits of litter, detritus, graffiti, & fly-posting)		Litter 1%; Detritus 22%; Graffiti 1%; Flyposting 1% (latest year-to-date figures). We are on course to achieve targets. Comparisons to national standards show us to be similar or better. Fly-tipping - We are on course to receive a grading of 1 ('very effective'). Improvement in investigations has continued with 60% of fly-tipping incidents being investigated (April – Dec 2009)
		Quality Assurance accreditation / Awards		We have three Green Flag Parks: Vivary Park; Victoria Park; & Wellington Park. The awards are judged annually & all three parks have maintained this status for many years. Taunton has won the South West in Bloom competition for the last few years; we compete against Bath & other large towns in our population class




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

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
MF1	Budgets To achieve a balanced 2009/10 budget by the financial year end	General Revenue within 0.5% = 😊 0.5 – 2% = 😐 over 2% = 😞	😊	Budget monitoring for April to December is showing a potential overspend of £40k (approx 0.3% of budget) for the financial year 2009/10, a decrease of £180k from the reported forecast at quarter 2. (See Appendix B)
		Capital	😊	No budget monitoring variance for either the General Fund or Housing Revenue Account Capital has been identified. (See Appendix B)
		Housing Revenue within 0.5% = 😊 0.5 – 2% = 😐 over 2% = 😞	😊	Budget monitoring for April to December shows a potential underspend of £898k . HRA working balance is forecast to stand at around £2.6m at end of 2009/10. (See Appendix B)
MF2	Reserves To maintain an adequate reserve (based on financial risk analysis)	General Fund reserve >£1.25m = 😊 £1m - £1.25m = 😐 <£1m = 😞	😊	The General Fund reserve is now forecast to stand at around £1.6m at the end of 2009/10. (See Appendix B)
MF3	Next years budget gap	A balanced budget for 2010/11	😊	Proposed use of £20k from General Reserve for one-off expenditure to balance the 2010/11 budget
MF4	Debt collection	Council Tax (target: 98.5%)	😞	Position at end of Q3 91.5%. Project 0.75% (est) below target by year end (= 97.75%). NB. 08/09 actual was 97.9% against a target of 98.2% TDBC relative performance in 08/09 was third quartile within Family Group (first quartile being best). Mainly due to the severe economic downturn, but also due to delays in progressing recovery action at the start of the year due to uncertainty on the receipt of payments through SAP implementation. Actions: New Principal Revenues Officer will be in place by 22nd Feb. Re-structure of Revenues Service pending with introduction of generic Revenues Officers to add resilience to the service. Pending introduction of paperless Direct debit payments.





		NNDR (target: 98.82%)		Position at end of Q3 88.1%. Project 2.5% (est) below target by year end. NB. 08/09 actual was 98.09% against target of 98.81% TDBC relative performance in 08/09 was third quartile within Family Group (first quartile being best). See comments above.
		Housing Rent (target: 98.3%)		97.2% at end Q3. Optimistic that year-end target will be achieved, however some risk exists. SAP payments to the rent account was not working until September 2009. Housing Estates teams are continuing to work hard on reducing our rent arrears as a priority.
		Sundry Debts position (Quantifiable measures are being developed)		No proactive recovery of outstanding debts between April 09 and Feb 10. Not all invoices have been issued (DLO). £60K of unallocated receipts to invoices. Due to issues, Sundry Debtors reports have been considered by Corporate Scrutiny on 26 Nov 09 & 18 Feb 10. Action: Basic processes being implemented such as: recovery action; DLO invoicing; wider usage of system.
MF5	Benefits subsidy	To achieve 100% subsidy by remaining in lower threshold for LA error overpayments		Projection is that 100% subsidy will be achieved. Authority error overpayments are well below the lower threshold.
MF6	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 10 £653k Revised estimated target £403k		Savings behind target. £315k actual savings delivered. Of the £10m 10 year target, £3m identified over life of contract from extrapolating the £403k. Full update report on the Procurement Transformation to Corporate Scrutiny Committee 18/2/10 Action: Key staff now in post & focussing on delivering savings already identified
		CCR proposed savings target 2009/10 = £342,000 for Theme 1		Final saving will not be known until the end of the financial year, however it is estimated that the target savings for CCR Theme 1 is on course to be realised
MF7	Efficiency Savings Achieve a minimum of 3.5% increase in efficiency saving	NI 179 target 3.5% saving pa (of 2007/08 baseline):		Forecast performance for cumulative gains to be achieved by March 2010 is £884,000 (as reported at Corporate Governance Committee 10 th Dec 09). Work is being undertaken to establish the actual target.



4. KEY PROJECTS

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
PJ1	Local Development Framework (LDF) Core Strategy To identify sites to accommodate the Regional Spatial Strategy (RSS) growth requirements to the year 2026	Publish Core Strategy for consultation in Sept/Oct 2010 Adopt the LDF Core Strategy by September 2011		Public Consultation (Reg 25) Core Strategy and Small Site Allocations Document and Sustainability Appraisal prepared. Consultants Urban Initiatives appointed to prepare Urban Extensions SPD (Supplementary Planning Document). Consultants Three Dragons and Roger Tym appointed to prepare Infrastructure Delivery plan and Planning Obligations SPD. Hestercombe House Appropriate Assessment completed. Monthly progress updates provided at LDF Steering Group.
PJ2	Housing Inspection project	Deliver project plan / work programme Achieve min “ <i>performing adequately</i> ” score from formal housing inspection (Autumn 2010)		Project team is now formed & meet regularly. Priorities for improvement are being tackled thematically and timetabled. Required resources have been identified. A Performance Scorecard for Landlord Services has been drafted. Community evidence bases being mapped to inform strategy development, investment decisions and priorities for action.
PJ3	SAP implementation	SAP Back Office Processing (BOP) system implementation		All outstanding issues have been identified and a ‘fix’ plan has been agreed with SW1. A project team is in place to implement the plan. Progress against the plan is reviewed weekly by the project team & fortnightly by CMT and the Members Steering Group. The key areas of the plan are on track but the significance of the issues makes this an area of concern.
		SAP Customer Relationship Management (CRM) & new website implementation		The new CRM system & website went live in late Nov 2009 with no significant problems having been encountered.
PJ4	Core Council Review	Theme 2 – Recruitment to agreed new structure		Recruitment activity under way. Anticipate all vacant posts filled by end May 2010.




		Theme 3 – Implementation of option agreed by Members		Full Council decision on preferred option anticipated February 2010.
		Theme 4 – Recruitment to agreed new structure.		Recruitment activity under way. Anticipate all vacant posts filled by end May 2010.
PJ5	<p>Project Taunton Improving quality of life, boosting business opportunity, building quality developments, improving transport infrastructure, developing sustainable communities and making the most of waterside living and working</p>	<p>Project progress & development milestones achieved</p> <p>NB – full progress report produced by Project Director for Project Board quarterly</p>		<p>Firepool - demolition of the buildings on the livestock market site has commenced. “The Auctioneers building” is going to be refurbished and retained in the medium term as a marketing centre. Work started in January 10.</p> <p>Cricket Club - the Pegasus development and new stand is now complete.</p> <p>Somerset Square is almost complete. There are some outstanding ‘snagging’ and health and safety issues which are subject of discussions with the contractor. An opening ceremony took place on 14th December. The construction of the SCCC Club Hub is complete and work to convert the pavilion to a 600 seat conference facility has started with completion in Spring 2010.</p> <p>Brewhouse Theatre - an architectural scoping study for the incremental extension and conversion of the building is now complete. A structural survey of the premises has also been undertaken.</p> <p>Museum - The main contractor is on site for the refurbishment of the Museum and reopening is planned for April 2011</p> <p>Castle Green - a planning application has been submitted</p> <p>Funding for 10/11 remains unclear as although provisional funding amounts have been received from government there is still no certainty that these will be adhered to.</p>

5. KEY PARTNERSHIPS









Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
P1	Local Strategic Partnerships Support Somerset LSP Support Taunton Deane LSP	LAA PIs (NIS) on target within TDBC scope of influence	N/A	Work has just commenced with Somerset partners to establish which Somerset LAA performance indicators can be disaggregated to District LSPs, and which PIs have targets set at District level.
P2	Southwest One	Efficient delivery of in-scope services (basket of KPIs)		Key Performance Indicators – 89% on target to date. Revenues - projecting 2 KPI failures for year end (Council Tax & NNDR collection – ref MF4) Benefits Service - projecting 2 KPI failures for year end (Speed of Processing Change of Circs – ref SD 3, & no of fraud investigations) Finance has reported 1 KPI failure to date (accuracy & quality of budget monitoring) which is due to impacts of SAP. Service Performance Indicators – 90% on target to date. NB - a separate Southwest One performance reporting framework is planned for the new financial year.
		Enterprise wide transformation		Procurement benefits off target Action: refer to Managing Finances section (MF6)
		Social & economic development	N/A	Measures to be developed
P3	Tone Leisure More people, more active, more often	PI – Target 4% increase in total leisure visits PI – Target 15% increase in swim visits		<ul style="list-style-type: none"> Total leisure visits up 5% year to date against last year (768,952 total visits YTD) Swimming up 14% year to date against last year (148,806 swims YTD)
		Progress against Tone Leisure key business objectives	N/A	Tone Leisure produces quarterly progress reports on their corporate business plan. Q3 report is due at Community Scrutiny committee 2 nd March 2010.
P4	Somerset Waste Partnership To increase participation in the recycling service through promotion and	TDBC Recycling target = 49.2%		Predicted outturn = 46.6 % Based on the actual results for Qtrs 1 & 2 and the provisional result for Qtr 3, it is expected that the predicted targets set for recycling and residual household waste will not be achieved.


	enforcement			<p>2009/10 has continued at the same reduced levels as the second half of 2008/09.</p> <p>The total arisings have also reduced, but not by the same percentage as the materials sent for reuse, recycling and composting. This will therefore also result in a decrease in 'Residual household waste landfilled', compared to the predicted target.</p> <p>Target = 364 kg/hh. Predicted outturn = 380 kg/hh.</p> <p>This performance reflects the national position and is linked to the recession. SCC has funded SWP to conduct some research and analysis of refuse.</p>
		Corporate objective 16 – delivery of key activities		<p>The implementation of 'SORT IT PLUS' (adding plastic bottles and cardboard to kerbside collections), is on schedule, with Phase 1 rolled out during November 2009 and further phases extending the service Borough-wide by September 2010. The rounds in the trial areas have been rationalized and expanded during November and this has increased the number of properties on the service to 5,300. A further major roll out is planned for April with the rest of the Borough being added in September 2010.</p>
P5	South West Audit Partnership	Target min 90% of 2009/10 Audit plan delivered		<p>On target for March 2010.</p> <p>88% delivery of expected audit plan as at end quarter 3</p>
P6	Other Partnerships		N/A	Measures being developed.

KEY TO ALERTS




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6. PEOPLE (Human Resources)








Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
ST1	Investors in People (IiP) Achieve IiP re-accreditation, by delivering the IiP action Plan	Milestones achieved in IiP Action Plan.		All milestones achieved by the due date As per IiP Action plan April 2009 – March 2010
		IiP accreditation by March 2011		Expected to be achieved but dependent upon the action plan arising from the March 2010 assessment.
ST2	Staff Sickness Reduce sickness absence levels through strong absence management, revised policies & procedures, and training	Target: 10.5 working days lost per FT employee		Projection for end of year = 10.7 days This prediction is based on actual sickness rates to 31 Dec 09 of 8 days per employee. Data has been taken from SAP is to be fully audited by SWAP. Action : Report going to Corporate Scrutiny Committee 18 th March 2010
ST3	PRED / Training Plans Maintain effective performance management of people and establish & deliver development needs	100% completion of PREDS		Approx 60% of PREDS reviews due Oct – Dec 09 have been completed. The remainder are either on target for January or are being followed up
		100% completion of training plans		78% of training plans for 2010/11 received so far.
		100% delivery of 'essential' training activities (ie those included on the corporate training plan)		Corporately, most essential training has been delivered (Approx 80%). At service level this is unknown at this time.
ST4	Staff Turnover	Target 12% (voluntary leavers as % of staff in post)		Voluntary leavers 3.15% In addition, please note: - Early retirements (including redundancy) 3.8% - Ill health retirements 0.2% End of year predictions include redundancies as part of Themes 2 and 4.
ST5	Improve Staff Satisfaction	Results from staff survey		Plans to undertake a survey across all partners within SW1 have altered. Discussions are taking place with SW1 with a view to ensuring that a survey of all Core Council and SW1 TDBC Secondees is completed by 31 March 2010 to inform the Workforce Development Strategy, IiP and



				other developments such as Thematic Working.
ST6	<p>Embed 'thematic working' Develop new ways of working and behaviours that are more flexible, involve project working and less rigid structures.</p>	<p>Results from staff survey. Positive evidence in cross organisational working, effective project teams, greater staff flexibility leading overall to improved organisational performance</p>		<p>Report and action plan agreed by CMT. To be included in wider Organisational Development plan which links key people themes into one strategic direction (Covered by Thematic Working Action Plan and Organisational Development Plan)</p>

KEY TO ALERTS




 (green)	Planned actions are on course	 (amber)	Some uncertainty in meeting planned actions	 (red)	Planned actions are off course
	Performance indicators are on target		Some concern that performance indicators may not achieve target		Performance indicators will not achieve target

7. CORPORATE MANAGEMENT

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
CM1	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		74% of High priority actions on target or completed 90% of Medium priority actions on target or completed Based on detailed report considered at Corporate Governance Cttee 10 Dec 2009. ACTION: Quarterly updates requested by CG Cttee and CMT.
CM2	Audit & Inspection (including CAA) Ensure that statutory Audit & Inspection obligations are met, and scores maximised	2009 Use of Resources result (based on 2008/09 financial year) - target score of 3		CAA Organisational Assessment score for TDBC = 2, the same rating as 2/3rds of all English districts & a harder test than previous regime. In Somerset, one authority (S Som) scored a 3, two scored a 2 (TDBC & Sedgmoor), & two scored a 1 (Mendip & W Som). Balanced against the level of change at TDBC, a score of 2 is a realistic assessment and our target for 2009/10 assessment should be to maintain the 2.
		2009/10 Final Accounts unqualified		The interface between the DLO computer system and SAP is still not fully operational, which has the greatest potential to result in our year-end accounts being qualified. This may affect the Use of Resources score for 2009/10 as above.
CM3	Equalities & Diversity Enhance the Council's approach to Equalities & Diversity	Equality Standard: 'Achieving' level by 2011		On target for March 2011
CM4	Risk Management To ensure major risks are managed by embedding Risk Management Strategy	Delivery of RM Strategy Action Plan		82% of RM action plan is complete or on target. Corporate risk register reviewed by CMT 18/1/10. RM action plan updated for 2010 and being monitored. Internal audit Jan 10 found "reasonable assurance" in respect of risk management controls & procedures. Audit recommendations added to RM action plan.
CM5	Value for Money / Benchmarking To ensure that Services provide excellent value	Council Tax charges – in lowest quartile		TDBC 2009/10 precept within lowest 10% nationally
		Target efficiency savings at areas with poor VfM		The Council has significantly reduced its expenditure and re-prioritised services recently in order to balance

	for money			its budget. The Core Council Review has been a key factor in this which aims to ensure the Council is fit for purpose to deliver our vision through widening roles and new ways of working. Also delivering substantial efficiency savings. (See also Ref MF7)
CM6	Asset Management Develop the Council's Asset Management arrangements	Finalise and implement new AMP Apr-10		Good progress is being made to produce the AMP and review the content with key stakeholders. Some delays due to resourcing conflicts, in particular around clarifying budgets to enable condition survey to proceed. Once undertaken the planned maintenance programme can be developed, agreed and implemented. Action: Finance to work with Property & FM to improve budget structure and confirm available funds, prior to programme being developed.
		Target to get 70% of maintenance spend planned	N/A	Not yet able to report % of planned : reactive maintenance spend due to SAP problems
CM7	Health & Safety To take Health & Safety forward	Delivery of H & S Action Plan		Plan 15% completed and further progress will happen once the Core Council Review is in place and managers start to risk assess their responsibilities. Winter Working policy is currently out for consultation and expected to be an agenda item for CCM shortly. Ten harmonised policies will be ready for consultation by end of March 2010. Continuing high levels of corporate support is being provided by the H&S Advisor and these demands are likely to reduce end of February 2010, allowing time to be spent on the H&S policies and procedures and delivery of in-house training

KEY TO ALERTS

 (green)	Planned actions are on course	 (amber)	Some uncertainty in meeting planned actions	 (red)	Planned actions are off course
	Performance indicators are on target		Some concern that performance indicators may not achieve target		Performance indicators will not achieve target

Appendix B

Quarter 3 – Financial Performance

April - December Budget monitoring

Comment from the Strategic Finance Officer (S151 Officer)

Since the Quarter 1 report was submitted in September 2009 much progress has been made in fixing the issues within the SAP system, which were preventing us from undertaking accurate budget monitoring. With the exception of the ongoing problems with the DLO budget monitoring, which are outlined below, I am now confident of the accuracy of the figures provided in this report.

3.1 General Fund

3.1.1 Budget monitoring for the period April to December is showing a potential overspend of £40k for the financial year 2009/10, a decrease of £180k from the reported forecast at quarter 2. The variations from the planned budget are shown in the table below:

Description of Variance		Qtr 1 £'000	Qtr 2 £'000	Qtr 3 £'000	Total £'000
Land Charges	The income situation is improving due to the housing market starting to recover.	40	0	-35	5
Car Parking (off street)	Car parking income has picked up during the second quarter and the expected loss of income due to the redevelopment of Castle Green being delayed. There has been no change in the prediction since quarter 2 though officers are still assessing the situation after the recent weather conditions.	30	-90	0	-60
Planning	The predicted loss of income is due to the slowdown in the Housing market.	250	0	0	250
Concessionary Fares	Based on the information we have received from SCC we are predicting an underspend on Concessionary Travel. This is due to some one off costs not materializing, the increase in percentage use of service being	-100	100	-150	-150

Description of Variance		Qtr 1 £'000	Qtr 2 £'000	Qtr 3 £'000	Total £'000
	slightly under what we anticipated and the work of SCC in negotiating fares.				
Investment Income	There is an expected minor reduction in interest receipts. This is largely due to a reduction in interest rates.	13	0	0	13
Recycling/ Refuse	The information supplied by SWP shows a further increased cost due to reduced tonnages of recycling being collected which in turn reduces the recycling credits received from SCC. These reduced levels of recycling are being experienced nationally and are thought to be linked to the recession	66	59	20	145
Pay Award	The 2009/10 pay award has been confirmed as 1%, whereas 2.5% was included when the budget was set in February.	0	-120	0	-120
Housing Benefit Subsidy	This figure relates to the 2007/08 benefit subsidy return which was scrutinised by the Audit Commission. The DWP made a decision in late June 2009 that we had claimed too much subsidy for overpaid benefit and we need to repay £14k which relates to 0.05% of the total claim.	0	14	0	14
Housing Benefit Admin Subsidy	The DWP has given extra administration subsidy to local authorities as they have recognised the increase in caseload in the current economic climate. Southwest One delivers this function for us at a fixed price. The extra subsidy is therefore retained by TDBC.	0	-42	0	-42
Electoral Registration	The increase in resources required due to recent changes in legislation has not been as great as was expected (for this financial year only).	0	-5	-5	-10
Taunton Market	Rental income is down due to the general downturn in the property market and car park of the site has not yet been turned into a pay and display car park.	0	20	0	20
Crematorium	The numbers of cremations is	0	-25	-7	-32

Description of Variance		Qtr 1 £'000	Qtr 2 £'000	Qtr 3 £'000	Total £'000
	currently 83 higher than last year therefore it is predicted income will be up by £32k.				
Homelessness	Bed and Breakfast income is predicted to be £7k lower than budgeted. Also Private Sector Landlords (PSL) lease costs have increased by £3k due to taking on two additional properties.	0	10	0	10
Discretionary Rate Relief	There have been some changes in the entitlement rules which have resulted in a decrease in expenditure.	0	0	-49	-49
Salaries	The overspend on Performance and Client salaries is due to having to provide support to the website project which the Performance and Client Team do not have the budget for.	0	0	30	30
Legal Services	Loss of income due to not having as many s.106 agreements as anticipated last year due to the economic climate.	0	0	12	12
Env Services	£7k underspend for Licensing regarding the equipment budget. £7k underspend for Pollution Reduction regarding the fees & hired budget	0	0	-14	-14
Leisure (DLO)	Due to re-grading of Parks & Highways Managers Salaries and additional overtime.	0	0	18	18
Net variation		299	-79	-180	40

3.1.2 CMT are working with service managers to identify solutions to alleviate the overspend.

3.1.3 The General Fund reserve is now forecast to stand at around £1.599m at the end of 2009/10, as per the table below.

	2009/10 £000
General Fund Reserves Opening Balance at 1 April	1,574
2009/10 Revenue Budget Movements	
Supplementary estimates	
Core Council Review - One off 2009/10 costs	(148)
2009/10 Projected Outturn	
Budgeted contribution to general fund balance	156
Q3 Budget Monitoring	(40)
Windfall VAT receipt	649
Ring-fenced provision for CCR implementation costs	(592)
	<u>25</u>
Projected Closing Balance 31 March	<u>1,599</u>

3.2 Housing Revenue Account

3.2.1 Budget monitoring for April to December shows a potential underspend of £898k. The variations are shown in the table below:

Description of Variance	Qtr 1 £'000	Qtr 2 £'000	Qtr 3 £'000	Total £'000
Additional admin and printing costs due to the rent restructuring agreed by Full Council 11 th August.	15	0	0	15
Further slippage in asbestos works, following advice from the Audit Commission we have revised and enlarged upon our previous approach and are planning to use some specific professionals to survey and sample properties. It was initially difficult to secure the right personnel, but we have now overcome this and will aim to accelerate our procedure over the next financial year.	-75	-100	-38	-213
Slippage in replacement of smoke detectors.	0	-50	0	-50
The replacement of fascias and soffits which was scheduled to take place in	0	-650	0	-650

Description of Variance	Qtr 1 £'000	Qtr 2 £'000	Qtr 3 £'000	Total £'000
09/10 has now been delayed until 10/11. Therefore the budget of £650k will not be spent this year and will slip into next year.				
Net variation	-60	-800	-38	-898

3.2.2 The Housing Revenue Account working balance is forecast to stand at around £2.585m at the end of 2009/10, as per the table below.

	2009/10 £000
Housing Revenue Account Reserves Opening Balance at	2,757
2009/10 Revenue Budget Movements	
Supplementary estimates	
Core Council Review - One off 2009/10 costs	(13)
Tenant empowerment	(20)
2009/10 Projected Outturn	
Original budget deficit for the year	(1,037)
Q3 Budget Monitoring	898
	<u>(172)</u>
Projected Closing Balance 31 March	<u>2,585</u>

3.3 Capital

3.3.1 No budget monitoring variance for either the General Fund or Housing Revenue Account Capital have been reported.

3.4 DLO

3.4.1 The interface between the DLO computer system and SAP is still not fully operational; therefore the budget position has been identified using a work around. The results of this workaround are only able to give a global predicted year end position for the DLO as a whole. This predicted year end position is still a deficit of approximately £70k, which has not changed from the position reported at quarter 2.