

Taunton Deane Borough Council

Executive – 12 March 2014

Financial and Performance Monitoring – Quarter 3 2013/2014

Joint report of the Performance Lead Officer and Assistant Director - Resources
(This matter is the responsibility of Executive Councillor Mrs Vivienne Stock-Williams)

IMPORTANT – PLEASE NOTE:

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

1. Executive Summary

This report provides an update on the financial position and the performance of the Council to the end of Quarter 3 of 2013/14 (as at 31 December 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 3 is provided in section 2 of this report although a high level summary is also included in the Scorecard (section 3).

The overall financial position of the Council remains within 0.38% of the approved budget.

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

- General Fund Revenue is an underspend of £50k
- Housing Revenue Account (HRA) to have a surplus of £240k

Analysis of the overall performance of the Council reveals that 71% of all performance measures are on target (ie Green alert). This is a slightly improved position compared to the previous quarter (Quarter 2 was 67%).

Total no. of measures (Corporate scorecard)	 Green	 Amber	 Red	Trend (from last quarter)
59	42 (71%)	16 (27%)	1 (2%)	↑

There is only one indicator on the scorecard with 'red' status – 'Major Planning applications processed in target time'.

2. 2013/14 Financial Position – Quarter 3 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 0.38% below 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 underspend of £50k (0.38% of Net Budget) for the financial year 2013/14. This is a reduction of £34k from Qtr2 which reported an underspend of £84k. A summary of the General Fund Revenue Account budget and forecast for the year is included in **Annex A**.
- 2.4 The Qtr3 under spend was reported as £86k to Corporate Scrutiny, on the 20 February 2014, however this has since reduced to £50k following Full Council approval, on the 25 February 2014, to allocate £21k to Milverton and Wiveliscombe Parish Councils to spend on Public Conveniences in 2014-15 and £15k to spend on grass verge cutting and dog bin collections in 2014-15.
- 2.5 There are a number of significant variances included within the reported underspend as updated from the budgeted position:
- a) **Rent Allowances/Rent Rebates to HRA:** 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, the customer's ability to repay overpaid benefit is severely compromised and consequently, despite best efforts, recovery rates have deteriorated. However, based on very recent information, the predicted adverse variance for Rent Allowances has improved further from Qtr2 to £69k and for Rent Rebates to HRA to £45k.
 - b) **Somerset Waste Partnership:** The service overall is currently projected to underspend by £116k. This variance results from a £105k increase in income received for garden waste primarily due to an increase in demand. There is also a small £11k underspend relating to contract charges.
 - c) **Planning Applications:** This service has seen the increase in the number of high

value planning applications continue, with a slight increase in the overall income forecast by £4k. However, this service has had Portfolio Holder approval to use £40k of this additional income received to support the preparation of the “Site Allocations and Development Management Plan” to ensure time scales are maintained. This brings the reported underspend down to £45k.

- d) **Off-Street Parking:** This service is currently projecting an underspend of £121k. This is mainly (£80k) attributable to one-off savings from contract renegotiations and a credit against the 2012/13 contract price of £. Other contributing factors include higher than anticipated PCN (penalty) income which is partly offset by an under-recovery of daily income of c£20k for the year due in part to the location of the Station Road Pool refurbishment contractor's site compound in Belvedere Road Car Park. Historic financial modelling is being used to forecast daily incomes and it should be noted that volumes of income could be adversely affected in Qtr4 due to adverse weather conditions.

- e) **Crematorium:** This service is currently forecasting an overall net overspend of £175k. This is mainly attributable to a general decline in funerals locally, plus the impact of the new crematorium opening in Pawlett. In addition, the expected income from the sale of mercury abatement (CAMEO) is predicted to be £15k less than was budgeted. The reduction in income has been partially mitigated by a reduction in the use of the overtime budget by £11k, due to the drop in work, the installation of more efficient cremators, and by minor savings this year in gas consumption due to the heat exchanger.

- 2.6 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

- 2.7 The General Fund reserve balance at the start of the year was £3.943m. Following current approved budget allocations during 2013/14 the budgeted balance at the end of the current financial year has reduced to £1.481m (see **Annex C**).
- 2.8 If the current trend continues on all of the budgets highlighted above and the Council takes no further alternative action in the year, the potential under spend of £50k would be transferred to this reserve, increasing the projected balance to £1.531m at the end of the financial year.
- 2.9 The projected balance for year end is above the current minimum balance of £1.5m required in the Council's financial strategy, but is at the lower end of acceptability, and provides limited flexibility to respond to new pressures or provide one-off funding for new initiatives.

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 Q3 process:
- a) **Deane Helpline Trading Account:** There is still a predicted adverse variance at the end of December of £25k against the approved budget for the year, which the Council will have to meet unless further actions can be put into place to mitigate these costs.
 - b) **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.
 - c) **Building Control:** Income levels are below that expected at the end of the third quarter, and although savings from elsewhere within the service will offset this, careful monitoring of future levels of income is essential.
 - d) **Cemeteries and Crematoria:** Whilst the majority of the fall in income seems to be attributable to a general decline in funerals locally, the full impact of the new Crematorium opening in Bridgwater may adversely impact upon income levels more significantly than has already been taken into account so far.
 - e) **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.
 - f) **Business Rates:** The current retained business rates forecast is on budget in line with the original NNDR1 (business rates estimates) return. However, technical guidance has been received recently which is being reviewed by Finance Officers. There is a risk that the accounting treatment at the end of the financial year could result in a change to our current forecast.
 - g) **Year End Adjustments:** Certain items are not determined 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 The current forecast outturn for the Council's Housing Revenue Account (HRA) is a surplus of £240k (0.9% of budget). This is an increase of £111k from Qtr2 which reported an underspend of £129k. A summary of the HRA revenue budget and forecast for the year is included in **Annex D**.
- 2.13 This includes additional non-recurring rental income of £456k (within target budget) due to an additional week of rental income on all weekly dwellings and non-dwellings (i.e. there are 53 rent payments due in 2013/14).
- 2.14 There are a number of significant variances reported against both income and expenditure budgets:
- c) Provision for bad debt - an underspend is expected of £403k (up £73k from Quarter 2) due to prudent budgeting of the impact of Welfare Reform, which is now not expected to fully hit the HRA in this financial year.
 - d) Grounds Maintenance – costs incurred have increased leading to a predicted overspend of £190k. This is due to a number of issues including additional spend this year due to the mild winter and the need for an additional two 'cut and collects', an additional leaf collection, as well as some third party claims for damage. There are also some other issues currently under investigation and to be resolved by year end that may change this forecast.
 - e) Responsive Maintenance – overall responsive maintenance is forecast at £45k under budget, changing from a large forecast overspend in Quarter 2 due largely to the virements requested in the previous report.
- 2.15 Further details of these and other variances against budget can be found of the variances in **Annex E**.

HRA - Risk and Uncertainty

- 2.16 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.
- 2.17 Spend on unplanned maintenance (including voids) continues to be high. A management review is currently underway to investigate the reasons behind this along with identifying the management action needed to control/reduce spending, however if this level of spend is to continue it will adversely affect the Business Plan.
- 2.18 The Council carries protection against risk and uncertainty in a number of ways, such as insurances and maintaining reserves.

Housing Revenue Account Reserves

- 2.19 The HRA reserves (“working balance”), at the start of the year were £2.247m. Following approved budget allocations during 2013/14, the budgeted balance is currently £2.199m, and is forecasted to be £2.439m at the end of the current financial year (see **Annex F**). This is above the minimum reserve level of £1.8m.

Budget Changes

- 2.20 There are no new requested “Supplementary Estimates and Returns” in either the General Fund or HRA included in this report.

Deane DLO Trading Account

- 2.21 The forecast year end outturn shows no significant departure at the end of Dec 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 Open Contractor system.
- 2.22 The DLO is continuing to implement the aforementioned replacement IT system, and work also continues on the Depot Relocation Project.
- 2.23 A Trading Account Summary and Reserves Position Statement for the DLO are included in **Annex H**. The trading account reserves are reported as part of the General Fund Earmarked Reserves balance.

2.24 Deane Helpline Trading Account

The Deane Helpline Trading Account is predicted to make a full year loss of £25k, based upon the position at the end of the third quarter. The fundamental service review of Deane Helpline to address the costs to the General Fund of operating the service is ongoing, an update report was presented to Community Scrutiny on the 5th November 2013, final options for decision making are anticipated in the Spring.

Forecast Outturn Summary – General Fund Capital Programme

- 2.25 The current budget for the Council’s General Fund Capital Programme is £17.499m. Due to the profiling of planned capital spending between years, the current forecast is for £6.1m capital expenditure in 2013/14, with the balance of £11.334m to be spent in future financial years, dependent on the planned programme of works. The forecast variance is an underspend of only £30k against total approved budgets for capital schemes.
- 2.26 A summary of the General Fund Capital Programme budget and forecast for the year is included in **Annex I**.

GF Capital Programme Risk and Uncertainty

- 2.27 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 2014/15. There are however, other issues that will also be closely monitored:
- a. Expenditure on the Private Sector Housing projects is subject to demand and consequently the timing of expenditure could vary from the current forecast.

Forecast Outturn Summary – Housing Revenue Account Capital Programme

- 2.28 The current budget for the Council's Housing Revenue Account Capital Programme is £20.364m. Due to the profiling of planned capital spending between years, the current forecast is for £9.7m capital expenditure in 2013/14, with the balance of £10.646m to be spent in future financial years, dependent on the planned programme of works. The forecast variance is an underspend of only £43k against total approved budgets for capital schemes.
- 2.29 A summary of the HRA Capital Programme budget and forecast for the year is included in **Annex I**.

HRA Capital Programme Variances


- 2.30 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.
- 2.31 The planned works for the major project at Creechbarrow Road (£6.643m) will not be completed for some time, with the majority of the spend to be incurred in 2014/15. The decanting works have been completed and the contract has been signed, and it is envisaged that spend of approximately £1.5m will be incurred this year.
- 2.32 Another impact on the programme is that planned spending of £3.48m for the following projects will all be carried out over an extended timeframe such that the budget will roll forward from the 2013/14 programme; Phase 1 Vale View West Bagborough, Phase 1 Milton Close, Phase 1 Bacon Drive, and Phase 1 Normandy Drive.

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




3.1 The TDBC Corporate Scorecard at **Appendix A** contains full details of Quarter 3 performance.

3.2 Scorecard explanation / key:




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

OBJECTIVES	MEASURES	ALERT	TREND	Performance data & comments (key risks/issues/achievements)
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)	 Compared to previous quarter, or same period previous year	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
 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.
	Some concern that performance indicators may not achieve target	Mitigating actions will be outlined
 Red	Planned actions are off course	A brief high level summary is included within scorecard.
	Performance indicators will not achieve target	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

3.4 Summary / overview of the Quarter 3 scorecard (appendix A)

Section	No. of measures	 Green	 Amber	 Red	N/A	Trend (from last quarter)
Aim 1 - Quality Sustainable Growth & Development	10	6 (60%)	3 (30%)	1 (10%)		↑
Aim 2 - A Vibrant Economic Environment	8	7 (88%)	1 (12%)			↑
Aim 3 - A Vibrant Social, Cultural and Leisure Environment	10	6 (60%)	4 (40%)			↔
Aim 4 – A Transformed Council	5	5 (100%)				↔
Managing Finances	14	10 (71%)	4 (29%)			↑
Corporate Health	12	8 (67%)	4 (33%)			↑
TOTALS	59	42 (71%)	16 (27%)	1 (2%)		↑

KEY:

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

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

↔ = No change

3.4.1 The new 'Joint Management Team' (Directors and Assistant Directors for TDBC and West Somerset) participated in a corporate performance review session on 29th January. Key aspects of the Corporate Scorecard were reviewed, and where significant issues and risks were identified, management response actions were agreed.

3.5 'Theme' / Service performance monitoring

3.5.1 Performance scorecards are in place for each 'Theme' (including all TDBC services, plus those delivered by Southwest One). These are reviewed by CMT as part of the overall corporate performance monitoring process.

3.5.2 As part of changes made to the performance framework for 2013/14, in addition to the corporate overview provided in the scorecard (appendix A), one Theme Manager each quarter will attend the committee meeting to provide a more in-depth report on that Theme's performance and progress of key projects and activities. This quarter's 'feature' Theme is **Planning and Development** – the full Theme Scorecard is at **Appendix B**.

3.6 Review of Performance Management Framework (PMF)

3.6.1 Following the decision to join up the management teams and share services between Taunton Deane and West Somerset Councils, some initial work has commenced to review and understand the respective Performance Management Frameworks (Corporate Business Planning, Service Planning, targets & measures, monitoring & reporting). It is anticipated that recommendations for a single aligned framework will be introduced for the Quarter 1 2014/15 reporting cycle (August/September 2014).

3.6.1 TDBC's Performance Lead and West Somerset Council's Performance & Efficiencies Manager will work together to consider the potential for aligning the processes and outputs to minimise duplication whilst continuing to fulfil the needs and expectations of the two separate democratic councils.

3.6.2 Some key principles have been identified and endorsed by the new Joint Management Team, including:

- Members will be involved in the development of a new framework
- The newly established PMF will need to recognise the demands of a single organisation serving two separate democratic councils - monitoring of the corporate priorities needs to reflect the separate democratic councils (eg separate reports will be produced for TDBC/Executive and WSC/Cabinet & regarding progress of delivering the corporate priorities)

3.7 A summary of the whole TDBC 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.

What	Responsible officer	Where	When
Corporate scorecard & financial monitoring	Dan Webb / Paul Fitzgerald	~ CMT ~ Corporate Scrutiny ~ Executive	Quarterly
Theme scorecards	Theme Managers	~ CMT ~ <i>Members' Portal</i> ~ <i>PFH briefings</i>	Quarterly
Corporate Programmes (major projects - Growth & Regeneration' Transformation)	Simon Lewis	Programme management Group	Monthly
Southwest One Performance / KPI monitoring	Richard Sealy	~ Corporate Scrutiny ~ Client KPI monitoring	6-monthly Monthly
Somerset Waste Partnership Performance monitoring report	Richard Sealy	~ Waste Board ~ Members' Portal	Quarterly
Somerset Waste Partnership Annual business plan	Richard Sealy	Corporate Scrutiny	Annual
Tone Leisure Performance report	Chris Hall	Community Scrutiny	6-monthly

Housing Services Performance indicators report	James Barrah	Tenant Services Management Board	Quarterly
Somerset West Private Sector Housing Partnership	Richard Sealy	~ SWPSHP Board ~ Client KPI monitoring	~ ~ Monthly
South West Audit Partnership (SWAP) - progress of audit plan	Shirlene Adam	~ Corporate Governance Officer's Group ~ Corporate Governance committee	Quarterly
DLO transformation	Chris Hall	DLO Steering Group	
Climate Change	Simon Lewis	Carbon Management Steering Group	Bi-monthly
Taunton Deane Partnership - Priority Areas Strategy	Simon Lewis	~ TDP Executive ~ TDP Board ~ Community Scrutiny	

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

- i) Budget holders and finance continue to monitor budgets on a monthly basis to give the organisation robust financial information.
- ii) The economic climate continues to impact areas of the organisation, especially demand led services.
- iii) The budget position continues to be monitored by Joint Management Team.
- iv) The current forecast shows an underspend for the General Fund and surplus for the HRA. Both capital programs have no significant issues to report apart from two reported minor underspends.

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. Many of the measures in the Corporate & Theme scorecards are Key Performance Indicators (KPIs) or Early Warning Indicators (EWIs) directly linked to specific risks included on the Council's Corporate Risk Register (or risk registers in place for Theme/Services and projects).

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 and Client'), as well as various other partner specific reports as described in the overall performance reporting framework – please see 3.5.4 above.

11. Comments from Corporate Scrutiny committee

This report was considered by the Corporate Scrutiny Committee on 20th February. During the discussion of this item, Members the following comments were noted:

- a) The General Fund Revenue under spend in point 2.3 was questioned
- b) Concern was shown on the over spend in section 2.14d) (Grounds Maintenance) and more information was requested on how this had happened
- c) 2.11f) (Business rates) change in budget forecast for business rates were discussed
- d) The risks and variances were discussed on the unplanned maintenance spend
- e) Discussion took place on point 2.28 – the under spend of the HRA capital programme
- f) The Chair expressed a view that the DLO full trading accounts should be reported
- g) A request was made for further information of how management intended to relieve the pressure on the General Fund Reserves balance (ref 2.8)
- h) The timescale of the planning applications was discussed
- i) More information was requested in annex H in terms of staff costs, DLO overheads and value of stock.
- j) Monitoring expectation of the crematorium was detailed with reference to the new crematorium at Bridgwater
- k) Concern was expressed at the uncertainty regarding the Firepool project (ref scorecard 1.2)
- l) Concerns were expressed over the lack of enquires via 'Into Somerset' (scorecard ref 2.1) – the Chair suggested that the CEO of Into Somerset provided a future report to Scrutiny
- m) It was questioned how many individuals were requesting FOI information
- n) The intention of purchasing the traveller site with vacant possession was discussed

- o) It was questioned for a key indicator on neighbourhood plans to be introduced.
- p) The 5 actions that are 'off track' in the Equality Action Plan (ref scorecard 6.5) were asked to be shared with the committee
- q) Some comments were made about the scorecard & performance report format, in particular the basis on which 'trends' are allocated

12. Recommendations

- 12.1 It is recommended that the Executive reviews the Council's performance as at the end of Quarter 3, taking corrective action or requesting further information from Theme Managers, where necessary.

Contacts:

Dan Webb
Performance Lead Officer
d.webb@tauntondeane.gov.uk
01823 356441

Paul Fitzgerald
Assistant Director - Resources
p.fitzgerald@tauntondeane.gov.uk
01823 358680

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
SECTION 1) CORPORATE BUSINESS PLAN – strategic aims & objectives						
Aim 1) Quality Sustainable Growth & Development						
1.1	Objective 1 Increase number, quality & range of housing / affordable housing	Creechbarrow Rd redevelopment project	G	↔	Overall Project Status - A contract was issued to Galliford Try, a national construction firm on 20/12/13; the site has been under their management since that date. - The Knightstone Housing part of the site has legally been in their possession since 19/12/13. - Ground works are scheduled to start on site around 20/01/14. - The challenge period for the Council requesting 'stopping up' of highway and footpath on the site at Creechbarrow Road expires on 27/02/14. - The build programme and a community event is being organised by Galliford Try and the Project Team in January.	Housing
		HRA house building - phase 1 sites	G	New	Tenders are due for return on the 14th Feb and scored on the 24th Feb. Anticipated start on site is late April. Build programme to be announced, but predicted to take approx 10months. Units delivered will be: ~ Normandy Drive – 8 x 1 bed flats (4 for wheelchair users) ~ Bacon Drive – 4 x 2 bed houses and 1 garage to replace a private garage. ~ West Bagborough – 1 x 4 bed house, 2 x 3 bed house, 2 x 2 bed house and 2 x 1 bed flats (one is suitable for wheelchair user). Also investigating garage & infill sites on TDBC land, and spending Right to Buy receipts on purchasing ex council properties on the open market.	Housing

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
		Number of affordable homes delivered	G	↔	Annual affordable homes target - 200 homes. 148 affordable homes have been completed, with a further 56 with estimated completion 2013/14. In addition there have been 62 sales through Help To Buy, although this is not an affordable product and not included in the affordable housing figures it has replaced FirstBuy which was a recognised affordable product.	Housing
		Deliver sustainable urban extensions	A	↔	The Council is working with the Homes and Communities Agency to look at ways of using the DCLG Large Site Capacity funding award to bring forward the Monkton Heathfield Urban Extension. The Urban Extension at Comeytrove/Trull and at Staplegrove are being progressed through the Preferred Options stage of the SADMP. The amber relates to the uncertainty regarding funding of Western Relief Road (impact on development at Monkton Heathfield).	Planning Transport and Coms
		Maintain 5 year supply of ready to develop housing sites	G	↔	The Council has recently completed its 2013 Strategic Housing Land Availability Assessment. The document is based upon extensive involvement from the development industry and shows in excess of a 5 year supply plus 5% buffer.	Planning Transport and Coms
		Major Planning applications processed in target time	R	↓	Target 60% of Major Development planning applications (large and small scale) determined within 13 weeks. Quarter 3 2013/14 = 30% (6 out of 20 applications determined within 13 weeks). Quarter 3 Last year = 75% (9 out of 12 applications determined within 13 weeks). Please refer to theme scorecard for more detail.	Planning Transport and Coms
1.2	Objective 2 Delivering infrastructure	Firepool Project	A	↔	Target - An agreed process for securing delivery with Legal & Planning arrangements in place by? Following approval of the Taunton town centre 're-think' recommendations, a new 'route map' for a 're-think' compliant scheme on the Firepool site now needs to be agreed. The amber alert relates to the uncertainty on the way forward and the timetable for delivery.	Ec Dec Asset Mgt Tourism

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
		Flood alleviation solutions project	A	↔	Flood risk modelling work is now complete and identifies the level of existing flood risk for the centre of Taunton. Interim Flood Risk Management guidance is needed to allow crucial town centre developments to come forward in the short-medium term.	Ec Dec Asset Mgt Tourism
		Community Infrastructure Levy (CIL)	G	↔	Target - Adopt CIL by April 2014. Achievements: Final Charging Schedule and Instalment Policy agreed by Community Scrutiny, Executive and Full Council. Finalised Regulation 123 List to be produced w/c 20 Jan 2014. Risks / Issues: Installation of software being pursued with SWOne. Management of S106 'spike' ongoing throughout Q4. There is an issue of potential insufficient legal staffing resource for this process. Actions for next period: CIL Officer job to be advertised internally. Finalised Regulation 123 List to be approved. Delegated authority to spend CIL receipts to be agreed.	Planning Transport and Coms
		Strategic Transport Initiatives (NIDR, J25)	G	↔	NIDR: Main contractor appointed and work is progressing well and is on programme (completion date is early 2015). J25: Liaising with SCC and Highways Agency (HA) to establish links and potential improvements to J25. Ongoing studies looking at upgrading the A303/30/358 and any second strategic employment site east of J25. Establishing potential demand for and modelling the possible scale and mix of uses at any employment site. Will then establish potential traffic implications and how to mitigate - a 1st draft report has now been received from the consultants. Both SCC and the HA are working collaboratively with us on the project.	Planning Transport and Coms

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
Aim 2) A Vibrant Economic Environment						
2.1	Objective 3 Improving perception of Taunton, attracting new businesses & supporting existing ones	Taunton Town Centre 'rethink' project	G	↔	The project is now complete - a report with recommendations was approved by the Executive 15 Jan 2014. The next stage is to agree a delivery process.	Ec Dec Asset Mgt Tourism
		Marketing & promotion of Taunton	G	↔	Target - Complete 3 programmes to market and promote Taunton Deane to businesses: 1. Taunton Means Business - New website to be launched at the end of January 2014. The new site replaces Taunton Means Business and Project Taunton. Proactive strategy to attract business alongside land owners in preparation. 2. Into Somerset - Ongoing liaison. No enquiries during Q3 3. Taunton Town Team - suspended whilst BID preparation underway	Ec Dec Asset Mgt Tourism
		Business Improvement District (BID)	A	↔	Target - Achievement of a successful BID ballot in April 2014. Final BID Submission on target to be submitted to TDBC w/c13 January. ERS appointed to manage ballot process on 28th Feb. There remains a risk that the BID could be rejected by businesses.	Ec Dec Asset Mgt Tourism
		Taunton town centre shop vacancy rate	G	↔	Target - Vacancy rate lower than national average. Current vacancy rate is now 3.7% in the Prime Retail areas and 8% in the Secondary Retail areas. Overall Vacancy rate is 4.8% against a national average of 11.1%.(Oct 13)	Ec Dec Asset Mgt Tourism
2.2	Objective 4 Increasing economic activity	Employment & skills projects	G	↔	Target - Vista delivering targets within Job Club SLA Job Clubs Held in Halcon, Priorswood and Wellington -figures for the last three months - Attendances 444, 23 Work Placements/ Training, 20 Interviews, 11 Jobs secured. These results exceeded the set targets.	Ec Dec Asset Mgt Tourism

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
		Employment land (delivery & take-up)	G	↔	<p>Target - Achieve 100% of employment land requirements as per Core Strategy by 2028.</p> <p>Employment land developed 2006-13 = 19,637 sq.m. office and 15.76 ha industrial which equates to 39.7% and 43.2% respectively of total requirements to 2028. A further 73,901 sq.m. office and 64.8 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.</p>	Ec Dec Asset Mgt Tourism
		Inward investment	G	↔	10 enquiries received from businesses looking to invest in the Borough during Q3	Ec Dec Asset Mgt Tourism
		Local Business Development and Support	G	↑	<p>Target - Delivery of Business Support Action Plan (including delivery of 4 Business information events in 2013/14 and small business grants).</p> <p>Since April 25 grants have been awarded to new small businesses, totalling £12,100 plus 2 rural retailers, totalling £4,000. Also delivered two events (in Taunton and Wiveliscombe) to inform businesses about Non Domestic Rates and appointed Somerset Business Agency to provide business advice to SMEs. 89 businesses have attended to date</p>	Ec Dec Asset Mgt Tourism

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
Aim 3) A Vibrant Social, Cultural and Leisure Environment						
3.1	Objective 5 Work with partners to improve the lives of our most vulnerable households	Priority Areas Strategy (PAS) – progress of projects	A	↔	We have undertaken no monitoring since the last quarterly report. A revised version of the PAS Action Plan was approved in October. We are now talking to Project Leads to confirm outputs and outcomes for each project. Revised Project Scorecards will be presented to the TDP Executive which next meets in March. PAS outcomes (i.e. the outcomes to be achieved by the overall PAS programme) will be monitored annually, starting this year.	Community Leadership
		Halcon One Team	G	↔	The One Team continue to make referrals as appropriate to The Children's Centre, Money Management with the CAB and various other agencies to encourage residents in need seek help as early as possible. The key themes of high demand have been identified and The One Team have had success in seeking intervention which is impacting positively.	Community Leadership
		Health & Wellbeing strategy	G	↑	Target - Develop Action Plan by April 2014 During December '13 the Strategy & Performance Team recruited an agency worker to complete the audit of TDBC and PAS services against the priorities of the Health and Wellbeing Strategy. The results will be presented to Community Scrutiny on 10th February and the Executive on 3rd March. We plan to extend this work to develop a similar audit for West Somerset. The results of the TDBC audit will be presented to the TDP who have some limited funding to support project work.	Community Leadership

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
		'Family Focus' (Troubled Families) project	A	↑	<p>We have now achieved the target for the number of families attached to the project i.e. 262 across Taunton Deane and West Somerset. These are two levels of attachment: Level 1 - receiving the active support of the Family Focus Team. Level 2 - receiving the active support of other agencies e.g. Youth Offending Team or Children Social Care (etc) and able to call on the help of the Family Focus Team. A data exercise will commence in January to determine the number of families that have achieved success.</p> <p>The project is progressing well. The amber alert reflects the complexity of the project and current risks and issues around partnership working. We have also yet to formally measure the hard and soft outcomes around family progress. Detailed project updates are reported to Family Focus strategic group and TDP.</p>	Community Leadership
3.2	Objective 6 Facilitate and support cultural and leisure opportunities	Swimming Pool projects	G	↔	<p>Overall Project Status Station Road Refurbishment Project - is well underway and is being delivered to plan. New Pools Project at Blackbrook - programme on track. Project Management tender exercise completed and Project Manager recruited. The Design team tender and recruitment for Architect, Cost Consultants and Construction, Design & Management Co-ordinator (CDMC) are well underway, full team will be in place by early February.</p>	Sports Parks Leisure
		Develop a new community leisure strategy	A	↓	<p>Target - Develop Community Leisure Strategy by April 2014 Work has begun on updating data and conducting research. Through this exercise it is clear that further time is required to complete further research and consultation. Delivery date is being re-assessed.</p>	Sports Parks Leisure

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
		Taunton town centre events programme	G	↔	<p>Taunton Events Group:</p> <ul style="list-style-type: none"> -Somerfest in June - 15,000 additional visitors to the town centre, uplift of 25% -Taunton Shakespeare Festival in August - 550 audience over 4 performances. First event of this type, and various lessons learned over use of Castle Green for cultural events -Great Taunton Busk Off - September. 17 local artists busked in the town centre -Taunton Literary Festival - November -Taunton Christmas Fair and Lights - November / December 	Planning Transport and Coms
		Brewhouse theatre	G	↔	<p>Target - Develop a sustainable solution for the Brewhouse Theatre.</p> <p>Purchase of lease on building completed in September. Council agreed in Dec. 13 to enter lease and funding agreement with Taunton Theatre Assoc. Aiming for early Feb transfer of property and opening of theatre in late Spring</p>	Planning Transport and Coms
3.3	Objective 7 Maintain clean streets, good quality parks, open spaces and leisure & cultural facilities	Fly-tipping	A	↑	<p>Enforcement action is taken by the Environmental Protection Team wherever there is evidence that can be pursued.</p> <p>Actual fly tip numbers are as follows: Q3 2013/14 = 105 (year-to-date = 431) Q3 Last year = 122 (year-to-date= 431)</p>	Env Services Climate Change
		Parks & open-spaces	G	↔	<p>Open Spaces continue to be maintained both by schedule and in response to incidents to ensure that there is a high standard of cleanliness across all open spaces and facilities with TD.</p>	Sports Parks Leisure

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
Aim 4) A Transformed Council – key projects of the transformation programme: Objective 8) Achieve financial sustainability; Objective 9) Transform services; Objective 10) Transform the way we work						
4.1	TDBC & West Somerset joint-working feasibility		G	↔	<p>Key milestones:</p> <ul style="list-style-type: none"> ~ 1 Jan 2014 - Joint Management team in post. ~ 1 Jul 2014 - structure for 4th & 5th tier officers to be in post. ~ 31 Mar 2015 - new structure complete. ~ 1 Apr 2015 - Terms and Conditions Harmonised. <p>Achievements:</p> <ul style="list-style-type: none"> ~ Bar AD Property and Development - the new Joint Management Team have been appointed. The appointments are within the reduced cost envelope agreed by both Councils. 	Corp Resources
4.2	Customer Access & Council Accommodation		G	↔	<p>Following a Members drop-in session (18 Nov 2013), reports on the Customer Access Strategy and Council Accommodation were taken to Corp Scrutiny 21 Nov 2013, and then approved by Full Council 10 Dec 2013. Accommodation papers reviewed and two options chosen by members for further research, Shared at SCC and New Build at Firepool. Phase two of both project elements needs to be scoped in the new year for corporate delivery.</p>	Corp Resources
4.3	Asset Strategy		G	↔	<p>The project to create and approve a new Asset Strategy and decision-making framework is now complete (approved at Full Council 10 Dec 2013). £90k additional funding has also been approved to fund a specialist Estates Surveyor for 2 years - an action plan was outlined in the report.</p>	Ec Dec Asset Mgt Tourism

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
4.4	DLO depot relocation feasibility		G	↔	<ul style="list-style-type: none"> - DLO Relocation Report is going to Scrutiny 23rd January 2014. Members are being asked to provide a steer to the project team as to whether or not to sell the Priory Way Site and proceed with negotiations on a preferred site. If the preferred site is not favourable, then TDBC do not sell Priory Way and commission an asset management plan for the existing site. - TDBC remain responsible for moving the switch gear. - Timetable - if more time is requested to produce Financial Modelling, preferred bidder may look elsewhere. - The preferred bid could still be reduced or removed - No agreed handover - there could be additional associated costs still to be agreed/negotiated - VAT Implications affecting partial exemption if site is not sold. - Reputation risks for the Council if we continue with negotiations but then decide not to sell. <p>This report continues to remain confidential.</p>	Corp Resources
4.5	Southwest One Review		G	↔	<p>Services on target to return 1 Feb 14.</p> <p>Contractual changes completed and agreement signed with SWO 18 Dec.</p> <p>Consultations completed with staff.</p> <p>Service transition plans being implemented incl SAP changes, new budget construction and relocation of Property Service from County Hall.</p> <p>Regular transition meetings held with returning service managers.</p> <p>Key Risk: Property Service continuity due to break up of shared service and relocation. Mitigation: additional service planning being undertaken with whole team.</p>	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
SECTION 2) MANAGING FINANCES						
5.1	Budget monitoring To control spending within approved budget total for the year	a) General Fund Revenue within 1% = ☺ 1 – 2% = ☹ over 2% = ☹	G	↔	The Council's net outturn for General Fund services based upon current trends is predicted to be £50k (0.38%) below 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.	Corp Resources
		b) General Fund Capital within 2% = ☺ 2 – 3.5% = ☹ over 3.5% = ☹			The General Fund Capital Programme budget has increased during the year by £13,568k (from £3,931k) to give a current budget of £17,499k. Actual spend at qtr3 is only £2,027k with a further £4,107k forecasted to be spent by the end of the year. The General Fund Capital Programme is forecasting an underspend of £30k (0.17%) and slippage of £11,334k.	Corp Resources
		c) Housing Revenue (HRA) within 0.5% = ☺ 0.5 – 2% = ☹ over 2% = ☹			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 is a surplus of £240k (0.9%) .	Corp Resources
		d) HRA Capital within 2% = ☺ 2 – 3.5% = ☹ over 3.5% = ☹			The HRA Capital Programme budget has increased during the year by £792k (from £19,572k) to give a current budget of £20,364k. Actual spend at qtr3 is £4,212k with a further £5,462k forecasted to be spent by the end of the year. The HRA Capital Programme is forecasting an underspend of £43k (0.21%) and slippage of £10,646k.	Corp Resources
		e) Council Tax Support within £25k = ☺ £25k-£50k = ☹ over £50k = ☹			On target Budget £6,125k Current predicted expenditure £5,927k, leaving us with a safety net of £198k	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
		f) Business Rates Net rate yield	G	↔	As at 31/12/2013 = £40,545,062 Down £149,860 from 30/9/2013	Corp Resources
5.2	Reserves To maintain an adequate reserve (based on financial risk analysis)	General Fund reserve >£1.25m = ☺ £1- £1.25m = ☹ <£1m = ☹	G	↔	The General Fund Reserve balance as at the 1 April 2013 was £3,943k. This has been significantly reduced during the year by subsequent allocations, including £1,500k to the Blackbrook Swimming Pool project. The current approved balance is £1,481k. This would then be increased by £50k if the current year predicted outturn proved to be accurate and the projected residual balance of £1,531k would still be above minimum requirement of £1,500k. However, it should be noted that, if our underspend is less than £19k then this would bring us below our minimum requirement. It is important to note that this is at the lower end of acceptability, and provides limited flexibility to respond to new pressures or provide one-off funding for new initiatives.	Corp Resources
5.3	Next year's budget gap	A balanced budget 2014/15	G	↑	The Executive's budget proposal will emerge for debate at Corporate Scrutiny on 21st January. Their proposal will show a balanced budget.	Corp Resources
5.4	Debt collection	a) Council Tax Target = 97.8%	A	↔	Actual for Q3 = 91.1% The target for Q3 = 91.44% Slightly behind target. We are monitoring closely the impact of the introduction of Localised Council Tax Support and a new 12-month payment plan.	Corp Resources
		b) NNDR Target = 98.4%	G	↔	Actual for Q3 = 90.67% The target for Q3 = 88.4%	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
		c) Housing Rent Target = max arrears £360k)	A	↓	Rent Arrears, the measure is amber, The figure for rent arrears is £437,105.92, week 39, quarter 3. The target for the year is £360K. Commentary is: "Arrears figures are reported at the quarter end which means the figures are overstated as they do not take account of the direct debit payments that are due. On the 14th Jan the figure was £385,303.13. Whilst this figure is above target, the Christmas period always sees increased arrears figures and we will continue to take effective steps to manage the rent accounts within the service."	Housing
		d) Sundry Debts position (In SAP only*)	A	↔	As at 1 Jan 2014 debt = £0.97m As at 1 Jan last year debt = £1.77m As at 1 Jan 2014 debt over 90 days old = £0.49m As at 1 Jan last year debt over 90 days old = £1.04m	Corp Resources
5.5	Benefits subsidy	To achieve 100% subsidy	G	↔	The lower threshold for TDBC is £153k pa. The predicted outturn is £38k leaving us with a £115k 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)	A	↔	£3.178m of savings initiatives have been signed-off and agreed at 30 Nov 2013 (the latest date for which validated procurement data is available) of which £1.850m has been delivered . The Procurement Service are reviewing the 'pipeline' of further possible initiatives for TDBC to provide a clearer forecast of likely savings at the end of the current southwest one contract. The most recent 6 monthly update on the procurement savings position was provided to Corporate Scrutiny on 19 Sept 2013.	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
3. CORPORATE HEALTH (People, Customer Service, & Corporate Governance)						
6.1	People	a) Staff sickness	A	↔	Target = 8.5 max working days lost per FT employee Q2 Apr - Sept = 3.77 days The BVPI figure for Q3 will not be available until February 2014 but monthly monitoring shows 2013/14 data running just over 1 day per employee less for the comparable period in 2012/13	Corp Resources
		b) Staff Turnover	G	↔	Target - 12% (voluntary leavers as % of staff in post) Total turnover up to end of Q3 = 7.3% Voluntary turnover up to end of Q3 = 4.3%	Corp Resources
6.2	Delivering customer driven services To deliver customer focussed services, achieving high levels of customer satisfaction.	a) Calls resolved at 1 st point of contact	G	↑	Target - for Contact Centre = 92 %. Calls resolved at 1st POC = 96.1% for quarter (3) and 97.1% for the year	Corp Resources
		b) Calls answered within 20 seconds	G	↔	Target - for Contact Centre 80 %. Calls answered within 20 seconds = 83.33% for quarter (3) and 81.45% for the year	Corp Resources
		c) Calls abandoned	G	↔	Target for Contact Centre <5%. Calls abandoned = 3.28% for quarter (3) and 3.37 for the year	Corp Resources
		d) Customer Feedback (Complaints & Compliments)	A	↓	Target - 100% of complaints responded to within 10 days. Qtr 3 = 74% (32/43) complaints being responded to within target 10 days (NB - this was 81% last quarter) Total number of feedback Qtr 3 = 56 (Qtr 3 last year 2012/13 = 35) Total number complaints Qtr 3 = 43 (Qtr 3 last year 2012/13 = 17) Total number compliments Qtr 3 = 9 (Qtr 3 last year 2012/13 = 18)	Corp Resources
		e) Freedom of Information (FOI) requests	G	↓	Target - 75% of queries answered within 20 working days of receipt. Qtr 3 actual = 77% of requests were answered and closed within target (out of 157 requests). Q2 (last year) = 83% of requests were answered and closed within target (out of total of 149)	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
6.3	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	G	↑	The last Corporate Governance committee report was on 9th Dec 2013. In the last review period (August - November 2013) 6 audit recommendations have been closed, leaving only 2 open from the previous year's list (both 'medium' priority). 5 new recommendations added (from the 2012/13 Audit Finding & Financial Resilience reports by Grant Thornton) – reported to Corporate Governance committee 23 Sept 2013.	Corp Resources
6.4	Audit & Inspection Ensure that statutory Audit & Inspection obligations are met	Internal audit findings	A	↔	2013-14 Internal Audit Work: Indicative opinion based on 20 reviews as draft or final (further 7 in progress / drafting). The following audit assessments were reported in respect of these audits were complete or draft (draft reports could be subject to change): Green - Comprehensive assurance = 1 Green - Reasonable assurance = 5 Amber - Partial assurance = 4* Red - No assurance = 0 - No Rating = 1* - Non-Opinion = 4 - Follow-up Audit work = 5 *Partials are: Data Centre Management - Draft, Taunton Deane Priority Area Strategy - Final, Non-SAP Business Critical Application - Civica - Draft, Procurement Cards - Final * No rating: Software Development Life Cycle - Draft	Corp Resources
6.5	Equalities & Diversity Ensure compliance with general & specific duties of Equalities Act 2010	Delivery of corporate Equalities action plan	A	↔	The Corporate Equality Action Plan is on track to be delivered during 2014/2015. 23 of the 28 Actions within the plan are 'Green' and either on track or completed. 5 of the actions are not on track however we are working with services across the Council to address delays.	Community Leadership

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks / issues / achievements)	Portfolio
6.6	Risk Management To ensure major risks are managed by embedding Risk Mgt Strategy	Delivery of RM Strategy & action plan	G	↔	The new Joint Management Team (JMT) has identified and assessed strategic risks facing the council - these are recorded on a refreshed Corporate Risk Register for 2014. This will be reported to the Corporate Governance Committee in March 2014. JMT will continue to develop and implement appropriate Risk Response Action Plans, and will regularly monitor and review these.	Corp Resources
6.7	Health & Safety To raise the standard of Health & Safety knowledge & performance	Delivery of Corporate H & S Action Plan	G	↔	A new Health and Safety Operational plan will be live from April, with prioritised actions. This will include joint audit visits with Unison to key service areas based on risk. The reports to Corporate Governance have changed to better reflect the needs of the panel and will include specific feedback on learning points from incidents. The service was heavily involved in the successful production of Cats by Taunton School in terms of creating a safe working and visiting environment.	Corp Resources

PLANNING AND DEVELOPMENT Theme 2 – 2013/14 Quarter 3 Scorecard Highlight Report APPENDIX B

Key achievements & successes in quarter	
1.	Preferred Options consultation complete for Site Allocations and Development Management Plan.
2.	Community Infrastructure Levy (CIL) agreed at Full Council December 2013 and still on course for implementation 1 st April 2014.
3.	Adoption of Climate Change and Resilience Strategy.
4.	Publication of Authorities Monitoring Report.
5.	Publication of Strategic Housing Land Availability Assessment (2013).
6.	Cleared more than half of the backlog of major planning applications, (although has had short term negative impact on figures).
7.	Doubled the amount of Planning Performance Agreements received.
8.	Remain on target for 'minor and 'other' planning application decisions within 8 weeks.
9.	Implemented the Planning Protocol for Major Applications.
10.	Consultation complete for Affordable Housing Supplementary Planning Document (SPD) and Members briefing provided.
11.	Development commenced after many years of negotiation on the 100% affordable housing scheme, Cheddon Road, Taunton.
12.	Completion of six family houses at Dorchester Road, together with the refurbishment of several LA garages, 2 months ahead of schedule.
13.	Successful lottery bid with Somerset Wildlife Trust worth £494,000 – "Routes to the River Tone" to be implemented over the next 3 years.
14.	Complete of the "Green Wedge" assessment.
15.	Setting up of Monkton Healthfield Delivery Board.

	No of Measures	☺ Green	☹ Amber	☹ Red	N/A
Totals	61	77% (N)	18% (N)	5% (N)	% (N)
Trend from last Qtr	↓	↑	↓	↓	

Key amber actions		Actions/Comments
1.	Attaining the required evidence base on time for SADMP Publications	Modelling of traffic impact on Junction 25; Economic Benefits of proposed strategic employment site, flood risk assessment; Critical friend assessment for Sustainability Appraisal; Master Planning for Urban Extensions; etc. Need to be complete by C.Easter 14. Delays may occur as not all implications for growth are yet known and therefore cannot yet be commissioned.
2.	Knightstone Housing Association to bring forward the planning application for Parmin Close Extra Care Scheme within this financial year.	Will need to ensure sufficient resources are put in place by Knightstone.

Key red actions		Actions/Comments
1.	Failure to achieve large scale major applications planning target of 60% of the applications determined within 13 weeks	The Planning Protocol for Major applications has recently been implemented which should result in the improvement in the amount of time taken to deal with those applications. There will be a slight delay in seeing improvement as applications that were submitted prior to the implementation of the protocol will need to work through the system.

PLANNING AND DEVELOPMENT Theme 2 – 2013/14 Quarter 3 Scorecard Highlight Report APPENDIX B

Significant risks and issues	
1.	Lack of supply of convenient Gypsy and Traveller sites and limited options to remedy despite progress with the potential purchase of a site by TDBC.
2.	Failure to maintain 5 year supply of housing sites.
3.	Additional work could be required leading to failure to deliver timetable for adoption of Site Allocation and Development Management Plan (SADMP).
4.	Failure to resolve Monkton Heathfield Western Relief Road (WRR) issue delays delivery of urban extension and potential failure to secure second round tranche of CLG funding.
5.	A significant increase in the number of planning applications could impact upon time taken statistics.
6.	Failure to implement changes in Guidance and Legislation securely.
7.	CIL Software must be in place to enable implication of CIL on 1 st April 2014.
8.	Government Help to Buy policy has implication on sale of intermediate affordable housing
9.	Toneworks – Lack of solution that might accommodate Fox Brothers.
10.	Tonedale – Lack of solution in light of no movement on developing site









Key Objectives for next quarter	
•	Preparation of report on consultation for SADMP and preparation of additional evidence base for proposed published plan (July 2014).
•	Prepare for annual monitor reports on Housing and Employment land availability.
•	Clear the remaining backlog of major planning applications.




•	Improve performance in dealing with Major Planning Applications.
•	Deal with volume of applications submitted in response to the CIL implementation date.
•	Adoption of Affordable Housing SPD.
•	Respond to imminent funding announcement and bring forward more affordable housing sites.
•	Agree next steps for Tone Works and Tonedale sites.
•	Work started to convert and conserve Sandhill Park.
•	Planning Application for Parmin Close Extra Care Scheme registered.
•	Looking to bring forward new affordable housing development sites.
•	To ensure Victoria Gate construction remains on track and meets target dates.
•	Commence special landscape feature assessment to be completed in Q1 of 2014/15.
•	Substantive progress on WRR issue.

Comments to escalate/Promises & Requests	
	Accessibility and flexibility of current Website is a block to improvement in customer service delivery.
	Issues around SWOne ICT support in the implementation of CIL software


MANAGING FINANCES

Revenue monitoring overview






Measures	Budget	Projected Outturn	Measure Alert	Current and Future Issues	Owner
Monthly monitoring of budgets to achieve a balanced budget by the financial year end	100%	100%		Regular meetings with Accountant	All Budget Holders
Conservation & Listed Buildings (102103)	£246,320	£245,120		No future issues identified	IC
Housing Enabling (109227)	£478,600	£467,962		Any issues are raised through the monthly budget monitoring process	JH
Local Development Framework (102100)	£413,350	£391,696		On target and being monitored	RM
Business Support Theme 2 (109553)	£0	£6,375		On target and being monitored	TAB
Dealing with Application (102059)	(£496, 610)	(£581,593)		Planning Applications fee income reviewed and additional income forecasted	TAB
Dev Control Advice (102058)	£897,880	£855,010		Additional Pre-Application fee income forecasted therefore overall projected outturn reduced	TAB
Enforcement (102093)	£164,580	£158,500		On target and being monitored	TAB




	Planned actions are on course Performance indicators are on target		Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target		Planned actions are off course Performance indicators will not achieve target
---	---	---	--	---	--

Expenditure






Measures	Target	Actual	Measure Alert	Current and Future Issues	Owner
No sundry debts more than 90 days old	0	2		Crown Estates £3,500 - 102103 71200 despite numerous telephone calls – now with Legal. £500 – 109227 / 73100 Sanctuary outstanding affordable housing partnership fees – in discussion	Budget Holders




Income

Measures	Target	Actual	Measure Alert	Current and Future Issues	Owner
Pre-App Advice 102058 73100	£60,000	£48,075		Revised budget set	TAB
Planning Applications 102059 73100	£720,000	£698,745		Revised budget set	TAB
Discharge of Conditions 102083 73100	£14,000	£12,153		Revised budget set	TAB
Other general income 109553 73100	£500	£0		General information now available on website – little any longer being photocopied and sent in post	TAB
Provide “consultancy” work to other local authorities:	£20,000	£10,250		DG @ West Somerset NP @ Exmoor National Park KG @ Somerset Strategic Housing Group	Various Leads





	Planned actions are on course Performance indicators are on target		Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target		Planned actions are off course Performance indicators will not achieve target
---	---	---	--	---	--




Capital Monitoring

Measures	Budget	Forecast	Measure Alert	Current and Future Issues	Owner
Canal Grant 800008	£10,000	£10,000		Grant paid during Quarter 3	IC
PT Urban Growth 800049	£28,000	£29,219		On budget and consultants	RM
Gypsy Site 800075	£108,470	£108,470		Ring fenced grant from DCLG for provision of gypsy sites. £25,000 expenditure anticipated for Otterford B land purchase	JH
Grants to RSLs 800020	£916,890	£290,370		£290,370 committed for 2013/14. Balance allocated to other affordable housing schemes being worked on.	JH
CIL Software 80011 80411	£20,000	£21,200		Scheduled for implementation April 2014	TAB

	Planned actions are on course Performance indicators are on target		Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target		Planned actions are off course Performance indicators will not achieve target
---	---	---	--	---	--

Earmarked Reserve Monitoring

Measures	Budget	Estimate C/F	Measure Alert	Current and Future Issues	Owner
Habitat Regulations 904245 98504	£17,620	£2,745		Remaining sum to be spent during Jan 2014	IC
Housing Enabling 902477	£208,140	£162,076		Any issues are raised through the monthly budget monitoring process. Change in figures owing to scheme slippage into 2014/15	JH
Local Plan Inquiry General provision (LDF) 902514 98504	£384,615	£327,281		Project progressing and budget on target	RM
Works of art and Public Arts Project 902644 98504	£20,810	£20,810		Discussions with SCC around storage of Council's Art Collection at Heritage Centre	TRB

	Planned actions are on course Performance indicators are on target		Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target		Planned actions are off course Performance indicators will not achieve target
---	---	---	--	---	--

SERVICE DELIVERY

Development Management

Measures	Target	Actual Q3	Measure Alert	Current and Future Issues	Owner
Planning Applications approved	80%	93%	😊	266 planning applications decided and 248 granted. In order to meet other performance targets and provide a positive and proactive planning service, overcoming problems and finding ways to enable the grant of planning permission is an important measure. Taunton Deane are above the National Average for the percentage of applications approved.	BK



Major Planning Applications




On October 1st 2013, the government introduced the ability for the Council and applicants to agree a timescale for the determination of applications, “Agreed Extension of Time”. This enables major applications to be dealt with in a positive manner and allows amendments to overcome objections.

With the proposed introduction of the Community Infrastructure Levy (CIL) in April 2014, all planning applications that are not determined by this date will be liable for CIL. This may result in a ‘bubble’ of major applications being determined in the final Quarter, including the remaining backlog, as applicants seek to avoid CIL and renegotiate Section 106 requirements.

Performance Figures for the year are 57% of Largescale Major Planning Applications and 50% of Smallscale Major Planning Applications have been determined within 13 weeks. Although a slight improvement in performance is expected in Q4, the 60% target may not be met due to the clearing of the remaining backlog and the introduction of CIL.





😊	Planned actions are on course Performance indicators are on target	😐	Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target	☹️	Planned actions are off course Performance indicators will not achieve target
---	---	---	--	----	--




Measures	Target	Actual Q3	Measure Alert	Current and Future Issues	Owner
The Council has recently introduced a Major Applications Protocol which will focus resource into pre-application advice and Planning Performance Agreements. Applications which are not accompanied by a PPA will normally be determined within the 13 week period, which could result in refusal. It is therefore expected that performance figures will improve as we begin to see the results of the new protocol.					
Largescale Major Planning Applications determined within 13 weeks (and including those not determined within the agreed extension of time)	60%	25%		8 largescale major applications were determined during Q3. 4 of the 8 applications where were dealt with as “Agreed Extension of Time” (as introduced on the October 1 st , 2013), and are not included in the 13 weeks determination period. From the remaining 4 applications, 3 were not decided within their target period due to the need to complete legal agreements.	BK
Smallscale Major Planning Applications determined within 13 weeks (and including those not determined within the agreed extension of time)	60%	62%		12 smallscale major applications were determined during Q3. 4 of the 12 applications where were dealt with as “Agreed Extension of Time” (as introduced on the October 1 st , 2013) and are not included in the 13 weeks determination period. From the remaining 8 applications, 3 were not decided within their target period due to the need to complete legal agreements.	

 Planned actions are on course Performance indicators are on target	 Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target	 Planned actions are off course Performance indicators will not achieve target
---	--	--

Taunton Deane Borough Council
 Planning and Development Score Card– Quarter 3 2013/2014



APPENDIX B




Measures	Target	Actual Q3	Measure Alert	Current and Future Issues	Owner
Minor Planning Applications determined within 8 weeks	75%	78%		92 minor planning applications determined during Q3, 72 of these were within 8 weeks. We are on target to meet 75% of minor planning applications being determined within 8 weeks	BK
Others Planning Applications determined within 8 weeks	85%	92%		152 minor planning applications determined during Q3, 139 of these were within 8 weeks. We are on target to exceed 85% of minor planning applications being determined within 8 weeks	BK
Appeals allowed	No more than 25%	33%		6 Appeals decided during Q3 with 2 allowed and 4 dismissed. We have received 9 appeal decisions for the year and 3 of these have been allowed. The national average for appeals is that about 1/3 are allowed. All appeal decisions are reviewed for any trends and officers make recommendations that take these into account.	BK
Enforcement cases completed with 10 weeks or with agreed course of enforcement action	80%	70%		There has been a drop in performance during Q3 due to significant effort in clearing some of the backlog of cases. The figures do remain on target for the year but require close monitoring to ensure performance	BK

	Planned actions are on course Performance indicators are on target		Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target		Planned actions are off course Performance indicators will not achieve target
---	---	---	--	---	--







**Taunton Deane Borough Council
Planning and Development Score Card– Quarter 3 2013/2014**




APPENDIX B

Measures	Target	Actual Q3	Measure Alert	Current and Future Issues	Owner
				improves back to the levels seen in Q1 and Q2.	
Enforcement reports to be produced quarterly for Planning Committee	100%	100%		Q2 Enforcement report was considered by the Planning Committee on 11 th December 2013	BK
Major Planning Applications submitted with Planning Performance Agreement (PPA)	30%	20%		5 largescale major applications received of which 1 has a PPA. 15 smallscale major applications received of which 3 have a PPA. The use of Planning Performance Agreements is growing with 4 submitted with applications in Q3. This is a significant increase on previous quarters and in line with the recently approved Major Planning Application Protocol.	BK







	Planned actions are on course Performance indicators are on target		Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target		Planned actions are off course Performance indicators will not achieve target
---	---	---	--	---	--




Planning Policy

Measures	Target	Actual	Measure Alert	Current and Future Issues	Owner
Site Allocation and Development Management DPD Regulation 18 Preferred Options	Oct/Nov 13	Oct/Nov 13		Consultation completed. Report on consultation underway, leading to Plan publication in July 2014.	RM & NB
Prepare Supplementary Planning Documents (SPDs) for Monkton Heathfield – 2013/14	2014/15	2014/15		Requires a partnership approach with Council, developer and community. Current delays resulting from developer seeking resolution of existing legal issues (e.g. delivery of Western Relief Road and level of affordable housing) prior to further progression.	RM
Commence SPD for urban extensions at Comeytrove and Staplegrove - 2013	2014/15	2014/15		Discussions ongoing as to developer commitment to prepare SPD or through detailed masterplan and supporting documents to accompany a planning application.	NB
Net additional homes	700	444		Figure assessed annually. Beyond control of Council.	NB
Supply of ready to develop housing sites (5 year supplies)	5 years +5-20% buffer	5.45 yrs		According to 2013 SHLAA. Ongoing discussions regarding 5% or 20% buffer (raised by Inspectors).	NB
Prepare and implement Community Infrastructure Levy	Inspectors report Autumn 2013	Autumn 2013 report received Oct 14		Planning Inspectorate accepts Charging Schedule meets requirements of 2008 Act. Report agreed at Full Council December 2013 to implement Charging Schedule from 1 April 2014.	NB/TB




	Planned actions are on course Performance indicators are on target		Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target		Planned actions are off course Performance indicators will not achieve target
---	---	---	--	---	--

Housing Enabling






Measures	Target	Actual	Measure Alert	Current and Future Issues	Owner
Number of affordable homes completed per year	200 homes	148 homes		There is a further 56 with estimated completion 2013/14. In addition there have been 62 sales through Help To Buy, although this is not an affordable product and not included in the affordable housing figures it has replaced FirstBuy which was a recognised affordable product.	JH
Ruskin Close, providing 46 family homes. Completed August, 2013	March 2013	Aug 2013		Completion of all 46 units – August 2013	LW
Victoria Gate, providing 64 family homes. Phase one with 21 units completed August 2013	March 2015	Aug 2013		Completion of 21 units in Phase 1 - August 2013. Transfer of land for phase 2 and demolition complete. Start on site for phase two and three with completion by March 2015.	LW
Parmin Close, providing 65 homes for Extra Care and Flexible Living, preparing planning application for submission March 2014. Due for completion March 2017	March 2017			KHA was successful with their bid to HCA. Planning application being prepared for submission in March 2014. Now considering a bid for an additional 20 units.	LW
6 Family houses at Priorswood Place off Dorchester Road. Completed December 2013	December 2013			These six family homes together with the refurbishment of several LA garages were completed two months ahead of target.	LW
Affordable Housing SPD	Autumn 2013	Feb 2014		Paper going to Executive 15 th January 2014 with recommendation for Adoption	JH

	Planned actions are on course Performance indicators are on target		Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target		Planned actions are off course Performance indicators will not achieve target
---	---	---	--	---	--




Measures	Target	Actual	Measure Alert	Current and Future Issues	Owner
Empty Homes	To minimise no. of empties	428 on Oct13 Council Tax list		List received from Council Tax and any housing association homes are contacted by Housing Enabling and reasons for void or other updates are relayed to empty property officer.	JH




	Planned actions are on course Performance indicators are on target		Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target		Planned actions are off course Performance indicators will not achieve target
---	---	---	--	---	--

Heritage







Measures	Target	Actual	Measure Alert	Current and Future Issues	Owner
Percentage of Heritage Consultations responded within 21 days	75%	99%		On target	DH
Listed Building Applications determined within 8 weeks	85%	87.5%		Number of complex applications requiring prolonged negotiations	DH
Tone Works, Wellington - protective works secured end of 2013	2013	June 2014		No prospect of approved re-development which would secure the protective works to be implemented in the foreseeable future – largely beyond control of Council	DH
Tonedale, Wellington - approved conversion of complex and new build, underway mid/late 2013.	2014	Unknown		Anticipated delay in start on site – beyond control of Council	DH
Sandhill Park - conversion of mansion and implementation of enabling development, underway end of 2013.	2013	2013		Section 106 signed and Bond secured. Site preparation (including approved demolition) underway. Revised application for conversion of the main listed building awaited, as are approval of sub-contractors, which will hold up certain approved works.	DH




Landscape

Measures	Target	Actual	Measure Alert	Current and Future Issues	Owner
Percentage of Landscape consultations responded within 21 days	90%	99%		None identified at present	IC
Percentage of Ecology consultations responded within 21 days	90%	100%		None identified at present	IC
Tree Applications determined within 8 weeks	85%	100%		None identified at present	IC

	Planned actions are on course Performance indicators are on target		Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target		Planned actions are off course Performance indicators will not achieve target
---	---	---	--	---	--

THEME MANAGEMENT/GOVERNANCE

Measures	Target	Actual	Measure Alert	Current and Future Issues	Owner
Equalities and Diversity – completion of Equality Impact Assessments	100%	100%		Complete	All Leads
Risk Management – completion of risk management matrix for the Theme	100%	100%		Complete	All Leads
Health and Safety – completion of local responsibilities forms	100%	100%		Forms completed. Action rising from UNISON Health and Safety walk taken (where in remit of Service to do so). Storage issue of Historic Planning file project commenced will commence in Jan 2013	All
Business Continuity – completion of Business Continuity Plans	100%	100%			All Leads
Website - reviewing the website to increase self help via the website by improving the layout within the software restraints.	Ongoing	Ongoing		Web reviewed and monitored and appropriate action taken to update/amend	All Leads
Audit & Inspection To deliver actions resulting from Internal & External Audits	100%	100%		On target	All Leads
Customer Satisfaction All complaints initial responded to within 10 working days	100%			Clarification required on precise definition of is a complaint as opposed to request for service.	All Leads

	Planned actions are on course Performance indicators are on target		Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target		Planned actions are off course Performance indicators will not achieve target
---	---	---	--	---	--

STAFF


Wellbeing & sickness management




Measures	Target	Actual	Measure Alert	Current and Future Issues	Owner
FTE Long-term sickness	0			Not yet received	TRB
Maximum of 8.5 working days lost per FT employee per year	8.5			Not yet received	TRB

PREDS/Training Plans

Measures	Target	Actual	Measure Alert	Current and Future Issues	Owner
PREDS completed	100%	100%		On target	All Line Managers
Learning & Development plans completed	100%	100%		On target	All Leads

Employee Relations and Internal Communications

Measures	Target	Actual	Measure Alert	Current and Future Issues	Owner
Regular Team Meetings & 1-2-1s	100%	100%		On target	All Line Managers

	Planned actions are on course Performance indicators are on target		Some uncertainty in meeting planned actions Some concern that performance indicators may not achieve target		Planned actions are off course Performance indicators will not achieve target
---	---	---	--	---	--

ANNEX A

GENERAL FUND REVENUE ACCOUNT SUMMARY 2013/14

	Original Budget £k	Current Budget £k	Forecast Outturn £k	Forecast Variance £k	
Service Portfolios					
Community Leadership	1,010	1,039	1,030	(9)	
Corporate Resources	2,165	2,559	2,605	46	
Economic Development, Asset Management, Arts & Tourism	991	1,426	1,454	28	
Environmental Services	4,229	4,351	4,434	83	
General Services	1,235	950	966	16	
Housing Services	2,599	2,591	2,518	(73)	
Planning, Transportation & Communications	(1,351)	(1,308)	(1,547)	(239)	
Sports, Parks & Leisure	2,482	2,585	2,625	40	
Net Cost of Services	13,360	14,192	14,084	(108)	(0.81%)
Other Operating Costs and Income					
Deane Helpline Trading Account	65	101	126	25	
DLO Trading Account	(101)	(69)	(69)	0	
Interest Payable and Debt Management Costs	0	0	0	0	
Interest and Investment Income	(318)	(318)	(289)	29	
Local Services Support Grant	0	0	0	0	
Parish Precepts & Special Expenses	569	569	569	0	
Capital Expenditure Funded from Revenue (RCCO)	525	3,917	3,917	0	
Repayment of Capital Borrowing (MRP)	453	743	711	(32)	
Exceptional Items	0	900	900	0	
Transfers to Capital Adjustment Account	(2,537)	(2,537)	(2,537)	0	
Transfer to/(from) Earmarked Reserves	1,171	(1,959)	(1,959)	0	
Transfer to/(from) General Reserves	0	(2,332)	(2,332)	0	
Total Other Costs and Income	(173)	(985)	(963)	22	12.66%
NET EXPENDITURE BUDGET BEFORE FUNDING	13,187	13,207	13,121	(86)	(0.65%)
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	
Projected (Under)/Overspend for the Year	0	0	(86)	(86)	
Approval at Full Council 25 Feb 2014				36	
Revised Projected (Under)/Overspend for the Year				50	(0.38%)

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	Q2 £k	Q3 £k	Total £k		
1	PTC	Building Control – Fee earning Account	35	0	10	45	The updated forecast for the under recovery of income has increased to £45k, and continues to be caused by the economic down turn. It is however, offset by savings elsewhere in the service identified as set out in 2 below.	Budget holder will review on a monthly basis.
2	PTC	Building Control – Staffing	(82)	13	13	(56)	This underspend has reduced to £56k. This underspend is due to a current reduction in demand for this service. Consequently staff have been temporary redeployed (and charged) to Land Charges. The underspend also includes income received for staff costs due to new working arrangements with SDC.	Budget holder will review on a monthly basis.
3	OTH	Deane Helpline	125	(76)	(24)	25	The predicted overspend has reduced to £25k. This is due to the budget holder ensuring various costs (including staffing costs) have been reduced to mitigate the reduction in the income being received due to the loss in a major contract.	Budget holder will review on a monthly basis.
4	COR	Rent Allowances	160	(14)	(77)	69	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, the customer's ability to repay overpaid benefits is severely compromised and consequently, despite best efforts, recovery rates have deteriorated. The predicted adverse variance has improved to £69k.	Budget holder will review on a monthly basis.
5	COR	Rent Rebates to HRA	58	(3)	(10)	45	The factors influencing this service are the same as those set out in item 10) above. It is anticipated that the full year impact on the budget will lead to an adverse variance of £45k.	Budget holder will review on a monthly basis.

	Port - folio	Cost Centre Description	Forecast Variance Updates				Variance explanation	Management Action
			Q1 £k	Q2 £k	Q3 £k	Total £k		
6	ENV	Somerset Waste Partnership	(92)	(24)	0	(116)	The forecast variance is mainly due to an over recovery of garden waste income of £105k due to an increase in demand for this service despite the increase in fees this year. The variance also includes an £11k underspend on the contract charges.	Budget holder will review on a monthly basis.
7	HSG	Housing Advice	(28)	28	0	0	The savings within this budget have been used to mitigate other overspends within the theme.	Budget holder will review on a monthly basis.
8	PTC	Development Control Advice	(21)	(1)	(21)	(43)	An over recovery of income of £43k is being forecast due to a further increase in demand for pre-application advice and submission of applications prior to the introduction of CIL (Community Infrastructure Levy) on the 1 April 2014.	Budget holder will review on a monthly basis.
9	PTC	Dealing with Applications	(42)	(39)	36	(45)	This service has seen the increase in the number of high value planning applications continue, with a slight increase in the overall forecast outturn by £4k. However, this service has had portfolio holder approval to use £40k of this additional income received to support the preparation of the "Site Allocations and Development Management Plan" to ensure time scales are maintained. This brings the reported underspend down to £45k.	Budget holder will review on a monthly basis. Portfolio holder approval to use £40k to support the preparation of the "Site Allocations and Development Management Plan" to ensure time scales are maintained.
10	PTC	Off-Street Parking	0	(77)	(44)	(121)	An overall underspend of £121k. This is mainly attributable to one-off savings from contract renegotiations and a credit against the 2012/13 contract price. Other contributing factors include higher than anticipated PCN (penalty) income which is partly offset by an under-recovery of daily income of c£20k for the year due to the location of the Station Road Pool refurbishment contractor's site compound in Belvedere Road Car Park. Historic financial modelling is being used to forecast daily incomes and it should be noted that volumes of income could be adversely affected in Qtr4 due to any bad weather.	Budget holder will review on a monthly basis.

	Port - folio	Cost Centre Description	Forecast Variance Updates				Variance explanation	Management Action
			Q1 £k	Q2 £k	Q3 £k	Total £k		
11	ENV	Crematorium	0	29	146	175	This service is currently forecasting an overall overspend of £175k. This is mainly attributable to a general decline in funerals locally, plus the impact of the new crematorium opening in Pawlett. In addition, the expected income from the sale of mercury abatement (Cameo) is predicted to be £15k less than was budgeted. The reduction in income has been partially mitigated by a reduction in the use of the overtime budget by £11k, due to the drop in work, the installation of more efficient cremators, and by minor savings this year in gas consumption due to the heat exchanger.	Budget holder will review on a monthly basis.
12	SPL	Vivary Trading Account	0	31	(1)	30	The adverse variance of £30k is due to predictions of a shortfall of parking income.	Budget holder will review on a monthly basis.
13	COR	Insurance Premium	0	(73)	0	(73)	The overall costs to the Council have not reduced significantly from 2012/13 though there has been a reduction in the cost to the General Fund of approximately £77k. This is due the premium being more heavily weighted towards insuring premises which has resulted in an increased cost to the HRA and a reduction to the General Fund.	No further action.
14	HOU	B&B Accommodation	0	0	(58)	(58)	The demand for this service has been directly impacted by new Pathway to Independence (P2I) and Pathway for Adults (P4A) schemes, which has led to lower use due to successful prevention interventions. The predicted underspend has increased to £58k due to continued low usage.	Budget holder will review on a monthly basis.
15		Various minor variances	68	(27)	(1)	40	Net of other minor variances.	Budget holders will review on a monthly basis.
16	OTH	MRP (repayment of debt)	(32)	0	0	(32)	An anticipated full year reduction in debt repayment.	No further action.

	Port - folio	Cost Centre Description	Forecast Variance Updates				Variance explanation	Management Action
			Q1 £k	Q2 £k	Q3 £k	Total £k		
17	OTH	Investment Income	0	0	29	29	The forecast investment income is lower than budgeted for due to a combination of: (a) lower returns on investments than anticipated, and (b) a greater proportion being allocated to the HRA due to higher than expected HRA reserve levels.	Budget holders will review on a monthly basis.
18	OTH	Earmarked Reserves	0	0	36	36	Approval at Full Council to fund initiatives in 2014-15 from this years (2013-14) projected underspend	
		GRAND TOTAL	149	(233)	34	(50)		

Note: Variances below £20k have been grouped together in line 15 'Various minor variances'.

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

GENERAL FUND RESERVES SUMMARY 2013/14

	£k	Current Budget & Forecast £k
Balance Brought Forward 1 April 2013		3,943
Supplementary Estimates		
Joint Management & Shared Services Project (Approved March 2013)	(67)	
Blackbrook Swimming Pool (Approved May 2013)	(1,500)	
Customer Access and Accommodation Project (Approved May 2013)	(70)	
Asset Strategy Project (Approved May 2013)	(40)	
Joint CEO Restructure Costs (Approved July 2013)	(35)	
Joint Management and Shared Services Business Case (Approved Nov 2013)	(900)	
Customer Access Strategy (Approved Dec 2013)	(144)	
Asset Strategy (Approved Dec 2013)	(90)	
Flood Relief* (Approved Feb 2014)	(40)	
Redundancy Costs (Approved Feb 2014)	(73)	
Mayoralty (Approved Feb 2014)	(17)	
		(2,976)
Returns		
Return of Earmarked Reserves (Approved Dec 2013)	498	
SWAP trading surplus (Approved Dec 2013)	16	
		514
Budgeted Balance March 2014		1,481
Projected Outturn 2013/14		86
Public Conveniences (approved Feb 2014)		(21)
Grass Verge & Dog Bin Collections		(15)
Projected Balance Carried Forward 31 March 2014		1,531

* It is hoped all of this is not needed as contributions have been requested from the other Major Preceptors.

HOUSING REVENUE ACCOUNT SUMMARY 2013/14

	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Forecast Variance %
Income					
Dwelling Rents	(19,419)	(20,472)	(20,488)	(16)	0%
Non Dwelling Rents	(588)	(588)	(576)	12	-2%
Supported, Sheltered & Extra Care	(4,335)	(4,203)	(4,171)	32	-1%
Other Income (Service Charges, Rechargeable Repairs, Leaseholder Charges and GF Contribution)	(609)	(651)	(646)	5	-1%
Total Income	(24,951)	(25,914)	(25,881)	33	0%
Expenditure					
Supervision & Management	5,380	5,430	5,471	41	1%
Maintenance	5,152	6,128	6,136	8	0%
Capital Charges - Depreciation	6,385	6,826	6,826	0	0%
RCCO	550	15	15	0	0%
Procurement Savings	382	419	419	0	0%
Provision for Bad Debt (budget originally within rents)	0	503	100	(403)	-80%
Debt Management Expenses	8	8	8	0	0%
Other Expenditure (Communal and Rechargeable Costs, Insurance Excess, and Tenants Forum)	879	861	954	93	11%
Total Expenditure	18,736	20,190	19,929	(261)	-1%
Other Costs & Income					
CDC Costs	220	220	220	0	0%
Interest Payable	2,937	2,937	2,938	1	0%
Interest and Investment Income	(35)	(35)	(49)	(14)	40%
Provision for Repayment of Debt	2,293	1,850	1,851	1	0%
Social Housing Development Fund	800	800	800	0	0%
Transfers To/(From) Earmarked & Other Reserves	0	(48)	(48)	0	0%
Total Other Costs & Income	6,215	5,724	5,712	(12)	0%
NET (SUPLUS)/DEFICIT FOR THE YEAR	0	0	(240)	(240)	0.9%

ANNEX E

HOUSING REVENUE ACCOUNT FORECAST VARIANCES TO BUDGET 2013/14

	Cost Centre Description	Forecast Variances Updates				Variance explanation	Management Action
		Q1 £k	Q2 £k	Q3 £k	Total £k		
1	Interest Payable and Receivable	5	0	(18)	(13)	The allocation of interest on investments due to the HRA has increased by £18k.	No action required.
2	Income	(283)	(227)	543	33	Following the request for virements in Quarter 2 there is now a small overspend of £33k (0.1%) across all income areas.	Budget holder will review on a monthly basis as per the HRA Business Plan.
3	Expenditure	278	98	(636)	(260)	<p>The budget virements requested in Q2 have reduced the number of variances being reported, however many of the services are demand led and so are changing throughout the year.</p> <p>Provision for bad debt was increased in the 2013/14 Business Plan due to Welfare Reform. This has led to expected additional income of £403k (an increase of £73k from Q2) as although Welfare Reform has had an impact it is not going to fully hit the HRA in this financial year.</p> <p>Responsive Maintenance is currently forecasted to be underspent by £45k in 2013/14. This is largely made up of high spend on void properties and general maintenance (an overspend £277k) which is offset by an expected underspend in responsive heating (£345k) due to the capitalisation of a number of system installs which were due for replacement rather than being early failures.</p> <p>There is a forecasted pressure of £84k in Specialist Works. This is due to some unbudgeted compliance testing such as legionella and emergency lighting due to start during this financial year, as well as fitting of carbon monoxide detectors and some consultancy work on Cornish units.</p>	Budget holder will review on a monthly basis as per the HRA Business Plan.

						<p>Costs incurred on Grounds Maintenance have increased and would lead to an overspend of £190k. The reasons for the increased spend are being investigated by Housing Property Services.</p> <p>An underspend of £82k is currently forecast on Insurance Works i.e. works that could be claimed under the insurance policy but do not meet the excess amount, due to cautious budgeting. This is however dependent on works actually needed and so could change later in the financial year.</p>	
4	Transfer to Social Housing Development Fund	0	0	0	0	Any underspend from this budget could be transferred to the SHDF earmarked reserve at year end, after taking account of revenue budget carry forward.	Consider transfer of any further net underspends at year end
	TOTALS	0	(129)	(111)	(240)		

HOUSING REVENUE ACCOUNT RESERVES SUMMARY 2013/14

	£k	Current Budget & Forecast £k
Balance Brought Forward 1 April 2013		2,247
Original Budget 2013/14		0
		<u>2,247</u>
Supplementary Estimates		
Joint CEO restructure costs (Approved May 2013)	(12)	
Customer Access project costs (Approved December 2013)	<u>(36)</u>	
		(48)
Returns		
Surplus Earmarked Reserves	<u>0</u>	
		0
Budgeted Balance March 2014		<u>2,199</u>
Projected Outturn 2013/14		240
Projected Balance Carried Forward 31 March 2014		<u>2,439</u>

BUDGET VIREMENTS FOR APPROVAL

#	Fund	From		To		Explanation	
		Amount £	Heading	Amount £	Heading		
			Total Revenue Budget Virements				

DEANE DLO TRADING ACCOUNT AND RESERVES SUMMARY

	Expenditure Budget £'000	Income Budget £'000	Net Budget £'000	Forecast £'000	Forecast Variance £'000
TRADING ACCOUNT PERFORMANCE 2013/14					
Grounds	2,867	(2,901)	(34)	(72)	(38)
Building	5,074	(5,111)	(37)	(51)	(14)
Nursery	111	(117)	(6)	46	52
DLO Net (Surplus) / Deficit	8,052	(8,129)	(77)	(77)	0

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.

CAPITAL BUDGET MONITORING 2013/14

ANNEX I

Cost Centre Info		Original	Virement	Current	Actuals	Actuals	Forecast	Forecast	
		Budget		Budget		v	Outturn	Outturn	
						Budget		v Budget	
Cost Centre	Cost Centre Name	£	£	£	£	£	£	£	%
Community Leadership									
800058	Swim Pool PV Cells	-	65,000	65,000	59,353	91.3%	65,000	-	0.0%
Total Community Leadership		-	65,000	65,000	59,353	91.3%	65,000	-	0.0%
Corporate Resources									
800000	PC Refresh Project	60,000	71,920	131,920	25,366	19.2%	80,000	(51,920)	-39.4%
800001	Members IT Equipment	4,000	4,000	8,000	2,310	28.9%	3,000	(5,000)	-62.5%
800040	IT Infrastructure	-	25,400	25,400	-	0.0%	25,400	-	0.0%
800074	SCCC Loan	1,000,000	-	1,000,000	-	0.0%	-	(1,000,000)	-100.0%
800075	Gypsy Site	108,470	-	108,470	-	0.0%	25,000	(83,470)	-77.0%
800107	E-Secure Revs and Bens	-	10,000	10,000	10,000	100.0%	10,000	-	0.0%
800111	Joint Mgt and Shared S	-	1,010,000	1,010,000	-	0.0%	356,000	(654,000)	-64.8%
Total Corporate Resources		1,172,470	1,121,320	2,293,790	37,676	1.6%	499,400	(1,794,390)	-78.2%
Environmental Services									
800008	Canal Grant	10,000	-	10,000	10,000	100.0%	10,000	-	0.0%
800009	Waste Containers	50,000	56,800	106,800	40,016	37.5%	72,000	(34,800)	-32.6%
800041	Mercury Abatement	-	239,800	239,800	132,417	55.2%	239,800	-	0.0%
TBC	Chapel Roof	-	180,000	180,000	-	0.0%	-	(180,000)	-100.0%
Total Environmental Services		60,000	476,600	536,600	182,434	34.0%	321,800	(214,800)	-40.0%
Housing Services									
800015	Private Sector HandS	-	-	-	(1,380)		-	-	
800016	Energy Efficiency	-	30,000	30,000	100	0.3%	-	(30,000)	-100.0%
800017	Landlord Acc Scheme	-	46,000	46,000	12,588	27.4%	46,000	-	0.0%
800018	Wessex HI Loans	-	10,400	10,400	-	0.0%	10,400	-	0.0%
800019	DFGs Private Sector	287,000	391,300	678,300	129,581	19.1%	537,836	(140,464)	-20.7%
800020	Grants to RSLs	349,090	1,191,800	1,540,890	245,770	15.9%	292,370	(1,248,520)	-81.0%
800101	Community Alarms	-	27,200	27,200	23,296	85.6%	27,200	-	0.0%
Total Housing Services		636,090	1,696,700	2,332,790	409,955	17.6%	913,806	(1,418,984)	-60.8%

		Original	Virement	Current	Actuals	Actuals	Forecast	Forecast	
		Budget		Budget		v	Outturn	Outturn	
Cost Centre Info						Budget		v Budget	
Cost Centre	Cost Centre Name	£	£	£	£	£	£	£	%
Ec Dev, Asset Management, Arts & Tourism									
800002	DLO Vehicles	180,000	-	180,000	106,502	59.2%	180,000	-	0.0%
800003	DLO Plant	22,710	-	22,710	19,101	84.1%	22,710	-	0.0%
800004	PT Longrun Meadow C	-	108,000	108,000	6,935	6.4%	10,000	(98,000)	-90.7%
800007	PT High Street	-	82,500	82,500	20,386	24.7%	82,500	-	0.0%
800042	DLO System	-	388,100	388,100	140,632	36.2%	388,100	-	0.0%
800044	PT Firepool	-	106,700	106,700	150	0.1%	106,700	-	0.0%
800045	PT Castle Green	-	291,900	291,900	23,576	8.1%	291,900	-	0.0%
800046	PT High St Retail	-	34,600	34,600	16,317	47.2%	34,600	-	0.0%
800049	PT Urban Growth	-	28,000	28,000	-	0.0%	28,000	-	0.0%
800050	PT Goodlands Gardens	-	-	-	(6,971)		-	-	
800052	PT Coal Orchard	-	10,000	10,000	-	0.0%	10,000	-	0.0%
800053	PT Bus Station	-	3,400	3,400	-	0.0%	3,400	-	0.0%
800054	PT Sineage	-	6,900	6,900	5,890	85.4%	6,900	-	0.0%
800103	Brewhouse	-	120,000	120,000	168,563	140.5%	120,000	-	0.0%
800106	Thales	-	800,000	800,000	-	0.0%	800,000	-	0.0%
800105	Creech Castle Improvements	-	375,000	375,000	-	0.0%	-	(375,000)	-100.0%
	TBC Firepool Access	-	1,500,000	1,500,000	-	0.0%	-	(1,500,000)	-100.0%
Total Ec Dev, Asset Management, Arts & Tourism		202,710	3,855,100	4,057,810	501,080	12.3%	2,084,810	(1,973,000)	-48.6%
Planning, Transport & Communications									
800011	Accolaid Upgrade	-	20,000	20,000	20,000	100.0%	20,000	-	0.0%
800010	Orchard Car Park	503,500	382,500	886,000	163,296	18.4%	205,000	(681,000)	-76.9%
Total Planning, Transport & Communications		503,500	402,500	906,000	183,296	20.2%	225,000	(681,000)	-75.2%
Sports Parks and Leisure									
800012	Grants to Clubs Play	46,000	108,300	154,300	37,426	24.3%	150,000	(4,300)	-2.8%
800013	Grants to Parishes	20,000	32,500	52,500	35,595	67.8%	52,500	-	0.0%
800014	Replace Play Equip	20,000	26,600	46,600	75,533	162.1%	46,600	-	0.0%
800055	Play Equip Long Run	-	-	-	401		-	-	
800056	Play Equip Greenway	-	-	-	946		-	-	

Cost Centre Info		Original	Virement	Current	Actuals	Actuals	Forecast	Forecast	
Cost Centre	Cost Centre Name	Budget		Budget		v	Outturn	Outturn	
		£	£	£	£	£	£	£	%
						Budget		v Budget	
800059	Vivary Park Play	-	-	-	2,462		-	-	
800060	Fitzhead Tythe Barn	-	-	-	(182)		-	-	
800062	Popham Hall	-	-	-	-		-	-	
800067	Lambrook Green	-	-	-	35,643		-	-	
800071	Wellington Pavilion	-	252,400	252,400	268,270	106.3%	252,400	-	0.0%
800072	Swains Lane Park	-	-	-	17,160		-	-	
800076	Station Road Swimming Pool	1,270,000	-	1,270,000	62,761	4.9%	1,270,000	-	0.0%
800089	Wellington Skate Park	-	62,000	62,000	57,059	92.0%	62,000	-	0.0%
800073	Wellington Sports Centre	-	115,980	115,980	60,000	51.7%	115,980	-	0.0%
800102	Blackbrook Pool	-	5,353,000	5,353,000	-	0.0%	75,000	(5,278,000)	-98.6%
Total Sports Parks and Leisure		1,356,000	5,950,780	7,306,780	653,074	8.9%	2,024,480	(5,282,300)	-72.3%
Total GF		3,930,770	13,568,000	17,498,770	2,026,867	11.6%	6,134,296	(11,364,474)	-64.9%
HRA									
800021	Community Alarms	100,000	-	100,000	17,373	17.4%	100,000	-	0.0%
800022	HRA Kitchens	600,000	(158,000)	442,000	193,488	43.8%	442,000	-	0.0%
800023	HRA Bathrooms	1,250,000	(157,400)	1,092,600	202,352	18.5%	1,092,600	-	0.0%
800024	HRA Roofing	1,400,000	-	1,400,000	723,627	51.7%	1,400,000	-	0.0%
800025	HRA Windows	250,000	45,700	295,700	147,962	50.0%	295,700	-	0.0%
800026	HRA Heating Imps	677,800	372,200	1,050,000	231,843	22.1%	1,050,000	-	0.0%
800027	HRA Doors	423,600	(10,000)	413,600	122,669	29.7%	413,600	-	0.0%
800028	HRA Fire Safety Work	250,000	-	250,000	21,909	8.8%	250,000	-	0.0%
800030	HRA Facias Soffits	600,000	212,500	812,500	405,552	49.9%	812,500	-	0.0%
800031	HRA Heat Pumps	244,200	395,800	640,000	370,987	58.0%	640,000	-	0.0%
800032	HRA IT Development	200,000	(100,000)	100,000	41,538	41.5%	100,000	-	0.0%
800033	HRA Door Entry	212,100	-	212,100	145,845	68.8%	212,100	-	0.0%
800034	HRA Aids and Adapts	210,000	(75,000)	135,000	70,854	52.5%	113,600	(21,400)	-15.9%
800035	HRA Soundproofing	-	-	-	2,900		-	-	
800036	HRA DDA Work	50,000	-	50,000	15,859	31.7%	50,000	-	0.0%
800037	HRA Asbestos Works	258,800	-	258,800	114,646	44.3%	258,800	-	0.0%

Cost Centre Info		Original	Virement	Current	Actuals	Actuals	Forecast	Forecast	
		Budget		Budget		v	Outturn	Outturn	
						Budget		v Budget	
Cost Centre	Cost Centre Name	£	£	£	£	£	£	£	%
800038	HRA Tenants Imps	5,000	-	5,000	5,620	112.4%	5,000	-	0.0%
800039	HRA DFGs	315,000	24,100	339,100	99,402	29.3%	317,180	(21,920)	-6.5%
800077	HRA Creechbarrow Road	7,667,000	476,000	8,143,000	719,184	8.8%	1,500,000	(6,643,000)	-81.6%
800078	Sustainable Energy Fund	227,700	-	227,700	-	0.0%	-	(227,700)	-100.0%
800079	Environmental Improvements	155,300	-	155,300	376	0.2%	155,300	-	0.0%
800080	Other Ext Insulation	5,100	-	5,100	-	0.0%	5,100	-	0.0%
800081	Garages	50,000	(50,000)	-	-	-	-	-	-
800082	Sewerage Treatment	24,200	(24,200)	-	-	-	-	-	-
800083	Extensions	160,000	(160,000)	-	-	-	-	-	-
800084	Revise Bathroom Location	36,200	-	36,200	-	0.0%	36,200	-	0.0%
800085	HRA Phase 1 Vale View West Bagborough	1,050,000	-	1,050,000	24,501	2.3%	225,000	(825,000)	-78.6%
800086	HRA Phase 1 Milton Close	1,050,000	(296,000)	754,000	396,929	52.6%	-	(754,000)	-100.0%
800087	HRA Phase 1 Bacon Drive	1,050,000	-	1,050,000	14,003	1.3%	50,000	(1,000,000)	-95.2%
800088	HRA Phase 1 Normandy Drive	1,050,000	-	1,050,000	22,915	2.2%	150,000	(900,000)	-85.7%
800108	HRA Buybacks	-	296,000	296,000	99,977	33.8%	-	(296,000)	-100.0%
Total HRA		19,572,000	791,700	20,363,700	4,212,309	20.7%	9,674,680	(10,689,020)	-52.5%
Total GF & HRA		23,502,770	14,359,700	37,862,470	6,239,177	16.5%	15,808,976	(22,053,494)	-58.2%