Taunton Deane Borough Council

Executive – 8 July 2015

Performance Monitoring – Quarter 4 Outturn 2014/15 (to 31 March 2015)

Report of the Corporate Strategy and Performance Manager
(This matter is the responsibility of Executive Councillor Richard Parrish)

IMPORTANT NOTE –

In order for the information within this report 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 named at the end of this report before the meeting so that information can be collated in advance or relevant officers can be invited to the meeting.

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1. Executive Summary

As part of the Council's performance framework, summary reports on performance against the Council's key priorities, finance and corporate health indicators key are provided to Corporate Scrutiny and the Executive on a quarterly basis.

The purpose of these reports is to provide members with an overview of performance. Detailed reports on progress against key programmes and projects which support the corporate priorities (e.g. Growth, Joint Management and Shared Services, HRA Business Plan etc) are available separately should Members wish to obtain more detail in these areas.

In total, 54 measures are currently reported within these quarterly reports.

This report, which covers the period to 31st March 2015, has identified **three measures** where at the end of March 2015, performance varied significantly from the target set. These are discussed within the body of this report.

Whilst this report references certain financial performance measures, detail of the Councils financial position at the end of March 2015 is contained within the Financial Outturn report which is on the same agenda as this item.

2. Feedback from Scrutiny Committee

2.1 This report was considered by the Corporate Scrutiny Committee at their meeting of 25th June 2015.

2.2 Questions were asked in particular in relation to whether welfare reform was impacting upon housing rent arrears and concerning corporate complaints. Both of these items have been added to the Scrutiny forward plan.

2.3   There was preference for future reports to include a 'direction of travel' indicator within Appendix A to show whether performance was improving or getting worse between quarters. This will be included within future quarterly reports.

2.4   The committee were asked to consider how they wished to receive reports going forward. Whether, for example, they wished to move to an exception reporting style, whereby only areas that were significantly off-track were reported and perhaps managers for those areas be invited to the committee. Members of Scrutiny expressed their strong preference to retain the present style and format of the quarterly performance reports rather than move to reporting by exception as they felt having the full scorecard of measures provided Members with a more rounded view of performance (good and bad) across the organisation.

3.   The Corporate Performance Scorecard

3.1   The TDBC Corporate Scorecard at **Appendix A** contains details of Quarter 4 2014/15 outturn position against the Council's key priorities, finance and corporate health indicators. In total there are **54** indicators which are reported against. It should be stressed that this information is at 31st March 2015.

3.2   Scorecard explanation / key:

In addition to a brief description of the indicator, each measure is given a visual RAG (Red, Amber and Green) status based upon progress. These statuses are explained below.

Key	
Green	Target or milestone met or progress is on track (where action extends beyond 31st March 2015)
Amber	Minor delay or variance from target or uncertainty (in the case of project milestones which extend beyond 31st March 2015)
Red	Significant delay or significant variance from target.

3.3   Q4 – High level Performance Summary

Total No. of measures	Green	Amber	Red
54*	35	16	3

Were 55 measures being reported at Q1. One measure has been deleted during the year (family focus 3.1.3) which was reported until Q2.

3.4 The **3 red** indicators relate to:

- **Licensing** (ref 2.1.3 page 3 Appendix A) –The target for the year was to process 95% of licensing applications within 14 days of receipt. The actual performance was 81% of applications being processed within 14 days of receipt.

  Performance for the year was impacted by a combination of a member of staff going on maternity leave and delays in recruitment, a higher than normal number of applications, many of which required additional officer time and an increase in the number of enquiries.

  To improve performance the licensing team have taken on two temporary members of staff (one covering West Somerset exclusively) - have isolated the backlog and are working through it and are training a member of staff to be able to deal with different application types to widen their skills range.

- **Complaints** (ref 6.2.4 page 7 Appendix A) – The target was for 100% of complaints to be given a response (not simply an acknowledgement) within 10 working days. The average for the year has been 78.5% of complaints having been given a response within 10 working days. This compares to 77% in 2013/14.

  This measure is quite crude in as far as it only measures speed of response rather than quality.

  It is perhaps of some reassurance, that despite not hitting our locally set target, overall our handling of complaints appears reasonable in so far as relatively few have been escalated by the customer to the Ombudsman by comparison to neighbouring authorities. This can be evidenced by the annual Local Government Ombudsman (LGO) report which is published both on the Ombudsman's website and the Council's own website.   During 2014 16 complaints were referred to the LGO for TDBC, 47 for Mendip, 21 for Sedgemoor and 24 for South Somerset.

  During 2015/16 the ambition is to:
    - Introduce a new complaints database to enable a better corporate overview of complaints received by the Council. This went live in April 2015;
    - Review the performance measure, with a suggestion that we use 20 working days as a realistic timescale for a full response to be made to Corporate complaints, which fits in with the timescale for responding to freedom of Information requests and are comparable complexity.
    - Refresh our complaints literature and website information;
    - Re-communicate good practice in relation to complaint handling across the organisation.

- **Corporate Health and Safety** (ref 6.7 page 8 Appendix A) – three performance measures were introduced for the first time in 2014/15 relating to internal health and safety.

  Although this area has been scored as 'red' (off target) this is fact a good news story. Lots of important activity have taken place and this is more a case that our target setting, in hindsight, being a little unrealistic.

Reports of incidents and near misses have increased significantly. This is due to the extensive training which has been carried out this year having had the desired effect of making staff more aware of health and safety issues and the importance of recording even quite minor matters, in order that the Council has a more comprehensive view of these risks. Although many of these were very minor in nature they have identified some issues which could have led to bigger problems and have enabled these to be addressed. This is the first year we have introduced these key performance indicators. Targets will reviewed for 2015/16 and will be informed by our learning from 2014/15, which has provided us with a very good baseline going forward.

3.5   The Council's performance is reviewed by the Joint Management Team (JMT) each quarter; most recently on 28th April 2015. Any areas requiring attention are highlighted and appropriate requests made of managers, as necessary, in order to address any performance issues.

3.6   <u>Summary of Performance against Corporate Aims, Managing Finances and Corporate Health.</u>

The table below provides a quick means of identifying how we are performing against each corporate aim and against our finance and corporate health indicators. **Appendix A** provides the detail behind these numbers and alerts.

Section	Number of measures	Green	Amber	Red
Corporate Aim 1 – Quality Sustainable Growth & Development	9	4	5	0
Corporate Aim 2 – A Vibrant Economic Environment	7	4	2	1
Corporate Aim 3 – A Vibrant Social, Cultural and Leisure Environment	8	6	2	0
Corporate Aim 4 – A Transformed Council	4	3	1	0
Managing Finances	14	12	2	0
Corporate Health	12	6	4	2
Totals	54	35	16	3

4.   **Legal Comments**

4.1   There are no legal comments associated with this report.

5. Links to Corporate Aims

5.1 This report highlights progress against delivery of the corporate priorities.

6. Environmental and Community Safety Implications

6.1 References 3.3 and 3.31 of the Corporate Scorecard include measures relating to fly-tipping and parks and open spaces.

7. Equalities Impact

7.1 Equalities impact has been considered in relation to this report. It has been concluded that since this is an update report only an Equalities Impact Assessment is not required.

8. Risk Management

8.1 The key risk is that the Council fails to manage its performance and use the subsequent information to inform decisions and produce improved services for customers. The mitigation for this will be the continued strong leadership from Lead Members and JMT to ensure that performance management remains a priority.

9. Partnership Implications

9.1 A number of corporate aims and objectives reported within the corporate scorecard are delivered in partnership with other organisations such as Southwest One. At a service delivery level, each of the major partnerships the Council are involved with have their own governance and performance reporting mechanisms and are subject to separate scrutiny.

10. Recommendations

It is recommended that:-

- The Executive review the Council's outturn performance and highlight any areas of particular concern.

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Corporate Business Plan Strategic Aims and Objectives & Corporate Health

Ref	KEY TASK	ACTION / MEASURES	Commentary	Status
Aim 1. Quality Sustainable Growth & Development				
Objective 1 Increase number, quality & range of housing / affordable housing				
1.1	Creechbarrow Road redevelopment	42 units complete by 31 March 2015 40 units past foundation stage by 31 March 2015 (remaining 10 units to commence works early 15/16)	All TDBC properties progressing to target. Slight delay in completion of the initial Knightstone properties due to shortage of construction trades people.	Green
1.1.1	HRA house building - phase 1 sites	19 units to be handed over by 31 March 2015 - West Bagborough 7 units Normandy Drive 8 units - Bacon Drive 4 units	Slight delay - Bacon Drive 4 units complete 23 February 2015 West Bagborough - 7 units - complete 02 March 2015 Normandy Drive 8 units to complete end April 2015	Amber
1.1.2	Increase supply of Affordable Homes	25% of net additional dwellings to be affordable housing. The calculation is based on the net new build housing trajectory figure (excluding small sites) of 916 homes . Current estimate 25.76%	Variance on anticipated completion figures. Anticipated around 230 affordable homes in 2014/15. Actual 187 affordable homes completed in 2014/2015. Slippage occurred in Q4 due to variety of onsite issues largely outside of the control of the Council.	Amber
1.1.3	Facilitate delivery of urban extensions (Monkton Heathfield, Comeytrowe / Trull & Staplegrove)	Key Targets / measures / milestones and dates for 2014/15: ~ Planning permission for Western Relief Rd (WRR) granted ~ Mechanism for delivery of WRR agreed by Autumn 2014 ~ Further Masterplanning completed by end 2014 ~ Inclusion of sites at Comeytrowe, Trull & Staplegrove with Site Allocation Plan - adoption Spring 2015	Key risks & issues: Failure to agree mechanism to deliver WRR will cause development to stall, Funding of infrastructure costs. Recent progress: • Planning application for WRR approved • Agreement in principle to reduce Affordable Housing to fund WRR • Council & HCA continuing discussions with Developers re viability & land acquisition • TDBC has received Capacity Funding for 2014/15 – 2015/16 • Commenced recruitment process for Project Delivery Team (Project Manager appointed) • Comeytrowe/Trull urban extension Planning application received, and Site Allocations Plan has been published	Amber
1.1.4	Maintain 5 year supply of ready to develop housing sites	Annual Strategic Housing Land Availability Assessment (2014) continuing to identify 5 year supply.	The SHLAA has identified a five year deliverable supply of 6.31 years when planning for a five percent buffer of housing land and 5.56 years when planning for a twenty per cent buffer. This figure assumes that historic shortfall is spread evenly over the remaining years of the Plan period and the shortfall is included after the five per cent buffer has been applied. A further calculation has been incorporated in line with the National Planning Practice Guidance where the shortfall is met upfront and the percentage buffer is applied after incorporating the shortfall. This calculation identified 5.75 years of housing land with five per cent buffer and 5.03 years supply with a twenty per cent buffer. In all scenarios the Council is able to demonstrate a five year land supply.	Green
1.1.5	Major Planning applications processed in target time	Target 60% of Major Development planning applications (large and small scale) determined within 13 weeks or within agreed time period extension.	Quarter 4 2014/15 = 75% (8 decisions made, out of which 6 determined within 13 weeks and 0 within agreed time period extension) 2014/15 = 65.9% (41 decisions made, out of which 21 determined within 13 weeks and 6 within agreed time period extension).	Green
Objective 2 Deliver infrastructure necessary to bring forward development opportunities.				
1.2	Firepool Project (achieve a 'development ready' regeneration scheme by April 2016)	Key Targets / measures / milestones and dates for 2014/15: ~ planning consent secured by autumn 2015 ~ all necessary land assembled by summer 2016	Key risks & issues: Peripheral 3rd party land, Planning policy issues and impact on existing Town Centre, Scheme viability Recent progress: • Acorn Blue residential scheme sale approved • Member / landlord sign-off of new master plan (Scrutiny 7 April) • On track for sign off of terms between anchor food store and developed late Spring '15 • Clarity on land assembly & CPO strategy re various landowners • Additional dedicated project support (legal & assets)	Amber
1.2.1	Strategic Flood protection for Taunton (completion of long-term solution by 2019)	Key Targets / measures / milestones and dates for 2014/15: ~ Interim Flood Guidance approval ~ Agree next phase of project (detailed options & design, funding & outputs)	Key risks & issues: Funding yet to be established Recent progress: • The project is included within the Levels & Moors Flood Action Plan, and identified for RGF funding • TDBC & EA partnership working arrangements being developed for phase 2 (funding and project management) • Bid form submitted for Growth Deal funding (LEP) – to continue with phase 2 of project (detailed design etc)	Amber

Ref	KEY TASK	ACTION / MEASURES	Commentary	Status
1.2.3	Strategic Transport Initiatives (NIDR, J25)	Key Targets / measures / milestones and dates for 2014/15: ~ Completion of NIDR by spring / summer 2015 ~ Funding for A358 dualling and Henlade By-pass ~ Funding for J25 capacity improvements and Toneway corridor ~ Taunton Rail Station enhancements	**NIDR** - due for completion Autumn 2015 (delayed) **A358 & Henlade Bypass** - Commitment for development and delivery included within Road Investment Strategy for Highways England (was Highways Agency) to commence delivery before 2020. **J25** - £12m 'Growth Deal' funding secured **Toneway corridor** -Funding not allocated within Growth Deal 2 (to negotiate status within 2016/17 Growth Deal) **Rail Station** - NIDR access works commenced. Business Case for £4.6m submitted to Local Transport Board. Further £3m through Rail Franchise announcement plus service improvements	**Green**

Ref	KEY TASK	ACTION / MEASURES	Commentary	Status
			Aim 2. A Vibrant Economic Environment	
			Objective 3 Improving perception of Taunton, attracting new businesses & supporting existing ones	
2.1	Marketing & promotion of Taunton	New visitor website to be launched July 2014. Monthly increase in website visits after launch.	Website well received. Extensive SEO work and social media activity has ranked it top on most search engines.Ongoing daily social media activity and website updates, in partnership with Visit Somerset. Destination CMS continues to roll out 'Taunton iStreet' project, strengthening links with independent retailers, attractions and event organisers in Taunton town centre.	Green
2.1.2	Taunton town centre shop vacancy rate	Target - maintain vacancy rate at 50% of national average (or lower).	End of Q4 vacancy rate in Taunton was 4.02%, compared to the national average of 13.2%. The rate fell throughout the year with notable new retailers and restaurants taking prime units.	Green
2.1.3	Regulation	Target - 95% licensing applications processed within 14 days	Q4 - 170 out of 200 determined within 14 days = 71% (Final Total 915 out of 1135 determined within 14 days = 81%). Performance for the year was impacted by a higher than normal number of applications, many of which required additional officer time and an increase in the number of enquiries. To improve performance the licensing team have taken on two temporary members of staff (one covering West Somerset exclusively) - have isolated the backlog and are working through it - are training a member of staff to be able to deal with different application types to widen their skills range	Red
			Objective 4. Increasing economic activity	
2.2	Employment & skills (eg Job Clubs)	Assist 48 clients per year to obtain paid employment. Assist 72 clients per year to obtain a learning or work experience opportunity.	Having ceased delivery of the Job Clubs programme in Autumn 2014 Officers are currently discussing with community representatives and Job Centre Plus the most effective services. Aim to reinstate early in the financial year.	Amber
2.2.1	Employment land (delivery & take-up)	Target - Achieve 100% of employment land requirements as per Core Strategy by 2028.	Core Strategy requirement was for provision for 36.5 ha Class B1b,c, B2 and B8 plus 49,500 sq.m. Bia (office) space. At April 2014, 15.76 ha employment and 19,797 sq.m. office completed. Assessed annually.	Green
2.2.2	Inward investment	Assist 40 potential investors per year	Provided direct support to 27 businesses during the year	Amber
2.2.3	Support for local businesses	Deliver 4 business events per year(attended by at least 10 businesses) Provide financial assistance to 20 start up businesses and 5 rural businesses per year. Provide active support to 20 businesses with investment proposals (incl. via support for planning applications) Establsh and maintain liaison with all businesses within the Borough with 100+ employees. Provide a programme of support via the Taunton Deane Manufacturing Forum.	Worked with, and provided advice to 75 small businesses, incl. New Business grants to 26 new businesses to date, totalling £11,165 Provided ongoing support and advice to 48 larger businesses and investors during year to date, including via support for Planning applications. Investment Fund grants: 1. £10,000 to Swallowfield to assist relocation 2. £8,000 to Integrated Data Needs, Creech Heathfield 3. £22,000 to RIGID, Chelston Total:76 jobs created	Green

Ref	KEY TASK	ACTION / MEASURES	Commentary	Status

Aim 3. A Vibrant Social, Cultural and Leisure Environment

Objective 5. Work with partners to improve the lives of our most vulnerable households

Ref	KEY TASK	ACTION / MEASURES	Commentary	Status
3.1	Priority Areas Strategy (PAS)	Delivey of the PAS action plan to reduce deprivation in Taunton Deane. Measures - successful achievement of the 7 outcomes.	Monitoring of the PAS Action Plan has always proved difficult given that the various projects are being managed by different partners. These projects are all based within our disadvantaged communities, with the exception of Village Agents. The Taunton Deane Strategic Partnership (TDSP) has agreed to shift the emphasis of monitoring to the Area Coordinators who will produce and monitor a plan for each community (see 3.1.1 below). This will be reported to the TDSP.	Amber
3.1.1	Halcon One Team	Continue to reduce crime, ASB, Children Centre Referrals, Housing Evictions.	Crime has continued to drop in 2014 (a further 22%). One Team working now being established in three areas and each Area Co-ordinator has been requested to produce a plan for the area to tackle the key issues. Crime and ASB will be included in these as part of the requirements of the Police Innovation bid.	Green
3.1.2	Health & Wellbeing Strategy	Delivery of the TDBC Health and Wellbeing Strategy and action plan.	Good progress is being made towards the delivery of the TD H&W Action Plan. There was a very successful promotion/expansion of the Archie Project (an inter-generational dementia project) on 5th Feb at the County Ground. We are also on course to become a Dementia Friendly Council. Our remaining action is to train staff form two service areas by end April '15. We are currently discussing further related actions for 15/16. The Council has recently awarded grants (from a number of sources) that are geared to address priorities within the H&W Action Plan, including improving educational attainment (partnerships with various schools in disadvantaged communities), financial inclusion and mental health (among others). We are working with SCC to deliver training to Tier 4 managers to ensure that they are sighted on relevant health (and other) statistics to inform service planning. We hope to deliver elements of this to Councillors as part of new member induction.	Green
3.1.3	'Family Focus' (Troubled Families) project	Government target is 262 families to be attached to project by March 2015. Project updates circulated to Members every two months and detailed scorecards reported to Family Focus Strategic Group and Taunton Deane Partnership.	With effect from October 2014 this project was no longer managed by TDBC. Responsibility passed to SCC. However, at the point of ceasing our management of this this project TDBC had attached 290 families to the project (against a target of 262 by end March 2015) only 6 months into the financial year, far exceeding expectations.	DELETED

Objective 6 Facilitate and support cultural and leisure opportunities

Ref	KEY TASK	ACTION / MEASURES	Commentary	Status
3.2	Blackbrook Pool	Progress against plan. (planning consent, procurement of contractor, construction commenced). Achieve planning consent by August 2014. Construction to commence Jan/Feb 2015 (subject to planning).	Programme remains on track. Contract with BAM was signed in February and works started March 2015. Currently enabling works are being completed with the main build due to start June 2015	Green
3.2.1	Taunton town centre events programme	Coordinate the delivery of a year round programme of cultural events via the Tauntn Events Group (including lights switch on event in Nov 2014 and enabling and encouraging regular cultural events on Castle Green). Attract additional visitors to the town centre (measured by footfall counters) - 2% year on year increase.	Extensive support provided to events throughout the year, incl: Somerfest, June Vintage bus day, May Christmas lights, Nov Taunton Shakespeare Festival Taunton Literary Festival, Oct In February, year on year footfall was up by 2.4% FUSE Performance appointed to deliver Somerfest 2015	Green
3.2.2	Brewhouse Theatre	Target - Develop a sustainable solution for the Brewhouse Theatre.	Monitoring of Brewhouse Funding Agreement in place. Bi-annual Member and Officer attendance at Board meetings supplemented by regular Officer meetings with Accountancy colleagues. At end of year CEO appointed but not yet in post, creating capacity difficulties for the organisation.	Amber

Objective 7 Maintain clean streets, good quality parks, open spaces and leisure & cultural facilities

Ref	KEY TASK	ACTION / MEASURES	Commentary	Status
3.3	Fly-tipping	Measure - Numbers of fly-tipping incidents reported in the Borough. (562 - 2013/14) Target-Respond to 80% of reported incidents within 5 days of report.	Q1 147 incidents (92.5% responded to within 5 days) Q2 210 incidents (81.4% responded to within 5 days) Q3 211 incidents (83.4% responded to within 5 days) Q4 202 incidents (92.08% responded to within 5 days) 770 incidents for year - 87.35% responded to within 5 days	Green
3.3.1	Parks & open-spaces	Maintain parks in accordance with schedule and in response to incidents to ensure high standard of cleanliness. **Target**: 70% positive feedback from parks annual customer satisfaction survey - (Survey issued September - analysed December).	This is done annually and was reported in Q3 - 100% of returns rated parks good or better.	Green

Ref	KEY TASK	ACTION / MEASURES	Commentary	Status
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*				
Projects				
4.1	TDBC & West Somerset Joint Management & Shared Services (JMASS)	Progress Against Business Case: Delivery of agreed level of savings. Expenditure is within business case budget (inc TCA award) 1 Aug 2014 - tier 4&5 officers in post. 1 Feb 2015 - One Team in place	A project closedown report for Phase 1 was provided to Scrutiny on 26th March 2015, after consideration by the JMASS Project Board and JPAG (Joint partnership Advisory Board) whicb contains full details of the progress made against the original business plan. The business plan set a target of delivering joint savings for both Councils of £1.8m by 2015/16 by reducing our staffing structures. We have delivered a structure that provides ongoing revenue savings of £1.802m per annum (£1.470m for TDBC and £0.332m for WSC). By 1st February 2015, as planned, the last of the staff were appointed to positiions within the 'One Team' structure of officers serving the two sovereign Councils. On 1st April 2015 the joint legal services partnership between TDBC, West Somerset and Mendip commenced and work continues on developing a Building Control shared service between TDBC, West Somerset, Mendip and Sedgemoor with the ambition for the partnership to be place in July 2015.	**Green**
4.2	Council Accommodation Project	Members to make decision by end July 2014 on preferred Accomodation solution.	Space Requirements spreadsheet issued to all service managers, followed by interviews with each manager to understand and challenge requirements. Summary document to be issued during Q1. SCC space requirements document returned - the data from this document will be used to design the shared Forum space. Visit to Eastbourne Council completed and further visit to Bath/Keysham planned for Q1. DTZ A Block building report issued. The DTZ future of Deane House strategy document issued. Staff update sessions planned for Q1 and project update published in One Team newsletter Mar 2015.	**Green**
4.3	Asset Strategy	To bring forward the Community Asset Transfer Policy viz: (1) JMT - September. (2) Community Scrutiny - October. (3) Executive - TBD. (4) WSC Asset Management Group, Corporate PAG, Cabinet, Council - TBD. (5) TDBC Council - November.	A valuable external consultation exercise identified recurrent themes around concerns at proposed Community Asset Transfer policy. Further work now progressing and intend presenting to Members in May / June following further consultation. Updated General Fund Asset Management Strategy to be presented to Members by May 2015. New Asset Management Plan for HRA to be presented by July 2015.	**Green**
4.4	DLO depot relocation feasibility	Undertake feasibility study on the two identified site options. Paper to scrutiny Sept 2014 and Executive Oct 2014 with recommended option.	The decision to sell approved by Council. Conditional contract for sale now almost in agreed format with exchange expected shortly. Work progressing to identify preferred site for new facility. Consultant report expected early May 2015. Will return to members for decision. Vacant possession of existing site needs to be given Dec 2016 at latest.	**Amber**
Managing Finances - Budget monitoring To control spending within approved budget total for the year				
5.1	a) General Fund Revenue controlled within budget.	Variance within 1% = Green, 1-2% = Amber and over 2% = Red	Controlled within budget. Please see finance outturn report for more detail.	**Green**
5.1.1	b) General Fund Capital controlled within budget	Variance within 2% = Green, 2-3.5% = Amber and over 3.5% = Red	Controlled within budget. Please see finance outturn report for more detail.	**Green**
5.1.2	c) Housing Revenue (HRA) controlled within budget	Variance within 0.5% = Green, 0.5-2% = Amber and over 2% = Red	Controlled within budget. Please see finance outturn report for more detail.il.	**Green**
5.1.3	d) HRA Capital controlled within budget	Variance within 2% = Green, 2-3.5% = Amber and over 3.5% = Red	Controlled within budget. Please see finance outturn report for more detail.	**Green**
5.1.4	e) Council Tax Support	**TDBC's portion** of the budget : Within £25k of budget = Green, £25k-£50k = Amber and over £50k = Red	The purpose of this measure is to provide confidence over the accuracy of budget forecasts for this discretionary, demand-led provision of financial assistance to council tax payers. The budget estimate for the cost to TDBC of Council Tax Support in 2014/15 is £5,938,290 (TDBC share £573,397), and the actual cost of support provided in the year is £5,685,860 (TDBC share £549,023) which is £252,430 (TDBC share £24,374) below the original estimate. TDBCs proportion of CTS costs in 2014/15 is 9.66% based on proportion of total Council Tax charges of all preceptors.	**Green**
5.1.5	f) Business Rates Net rate yield	Target: Net Rates Payable per NNDR1 = £39,533,144 (before appeals and bad debts). >£39.5m = Green, £39.0m - £39.5m = Amber, <£39.0m = Red	The purpose of this measure is to provide confidence over the accuracy of budget forecasts for this potentially volatile funding stream. Whilst net rates payable has remained above the benchmark set for this measure and is therefore Green in terms of total Rateable Values in the Borough, the 'true' outturn position is significantly below budgeted expectations due to a major increase in appeals. Further information is included in the Financial Outturn Report.	**Green**
Managing Finances -Reserves				
5.2	To maintain an adequate reserve (based on financial risk analysis)	General Fund reserve >£1.5m = Green £1- £49m = Amber <£1m = Red	Controlled within budget. Please see finance outturn report for more detail.	**Green**

Ref	KEY TASK	ACTION / MEASURES	Commentary	Status
Managing Finances -Next Year's Budget Gap				
5.3	Next year's budget gap	Support Members to set a balanced budget for 2015/16 for approval Feb 2015	Balanced budget set and approved Feb 2015.	**Green**
Debt Collection				
5.4	Council Tax Collection	Council Tax Target = 97.8% (98% achieved 2013/14)	Actual for Q4 = 98.0% The target for Q4 = 97.8% Target met	**Green**
5.4.1	Business Rate Collection	Target = 98.5% (98.9% achieved 2013/14)	Actual for Q4 = 98.7% The target for Q4 = 98.5% Target exceeded	**Green**
5.4.2	Housing Rent Collection	Arrears no higher than £360k at Q4. (£351k end 2013/14)	Current tenant arrears reported at 03/04/15 = £385,679. Although, the reported figure at 03/04/15 is 7% off target, the actual year-end performance is nonetheless good when set against the gross income of £24.5m to be collected within the year and with the added pressures of Welfare Reform.	**Amber**
5.4.3	Sundry Debts (In SAP)	Value of debts over 90 days old to be lower than corresponding point in 2013/14.	31/03/15 debt over 90 days = £0.396m (31/03/14 debt over 90 days = £0.40m)	**Green**
Benefits Subsidy				
5.5	Benefits subsidy	To achieve 100% subsidy in respect of 2013/14 (confirmation due in Q3) 100% subsidy forecast for 2014/15	100% subsidy achieved 2013/14. The lower threshold for TDBC is £150k pa. The predicted outturn is £78k leaving us with a £72k margin. 100% subsidy predicted for 2014/15 - to be reported Q3.	**Green**
Procurement Transformation				
5.6	Procurement Savings	Value of savings signed off and savings delivered. RAG status based upon likelihood of realising sufficient savings to repay 'loan'for Sw One transformation projects.	Balance of internal borrowings taken out to fund the SW One transformation projects are now nearly repaid. £100k remains outstanding at end 2014/15 which will be settled in early 2015/16.	**Amber**

Ref	KEY TASK	ACTION / MEASURES	Commentary	Status
CORPORATE HEALTH (People, Customer Service, & Corporate Governance)				
People				
6.1	Staff Sickness	Staff sickness - Target 8.2 days or lower per FT employee. (Actual for 2013/14 8.2 days)	Average sickness absence was 7.89 days per full-time employee in 14/15 which is an improvement on the 8.2 days for 2013/14.	Green
6.1.1	Staff Turnover	Leavers - Turnover (Measure only - no target)	Total turnover - 9.2% ill-health retirement = 0% Redundancy/early retirements = 2.9% Resignation /other = 5.1% End of contract / dismissal = 1.2%	Green
Delivering customer driven services achieving high levels of satisfaction				
6.2	Telephone enquiries (contact centre)	a) Enquiries resolved at 1ˢᵗ point of contact - Target 92% (actual 95.8% 2013/14)	Target for Contact Centre 92% Quarter 4 actual = 96.10% Total for year = 97.44%	Green
6.2.1	Telephone calls (contact centre)	b) Calls answered within 20 seconds - Target 80% (81.49% actual 2013/14)	Target for Contact Centre 80% Quarter 4 actual = 84.17% (Total for year = 84.87%)	Green
6.2.3	Telephone calls (contact centre)	c) Calls abandoned -target below 5% (actual 2013/14 3.10%)	Target for Contact Centre <5% Quarter 4 actual = 1.60% Total for year = 1.25%	Green
6.2.4	Customer Feedback (Complaints & Compliments)	Target - 100% complaints responded to within 10 days. (2013/14 actual 77%) This is a locally set target and not a national target. (by contrast the target for FOI requests is 20 working days and Data Protection is 40 working days)	Q4 - 85% of recorded complaints, where details known, received a reply within 10 working days. Gives average of 78.5% for the year (compared to 77% 2013/14). Process to be reviewed and improved for 2015/16. 11 Compliments received during Q4.	Red
6.2.5	Freedom of Information (FOI) requests	Measure: - Number of FOI enquiries received. Target 75% answered witin 20 working days. (actual 2013/14 = 82%)	Number of Requests received = 202 with 100% acknowledged within 5 working days and 95% responsed within 20 working days and 87% closed within the quarter.	Green
Corporate Governance Action Plan				
6.3	Deliver the action plan, focussing on high priority areas	Complete 95% of High priority Actions, and 80% of Medium priority actions by target dates	Resource in place and new corporate database developed to capture all SWAP audit actions, for both Councils, in one place I to enable more effective monitoring and central overview of reports and actions.	Amber
Audit and Inspection				

6.4	Internal audit findings	Ensure that statutory Audit & Inspection obligations are met (progress against audit plan).	2013-14 Internal Audit Work - Reasonable Assurance
			
			2014-15 Internal Audit Work Indicative opinion based on 19 reviews as draft or final (further 9 in progress).
			The following audit assessments were reported in respect of these audits were complete or draft (draft reports could be subject to change):
			Green - Substantial assurance = 5
			Green - Reasonable assurance = 6
			Amber - Partial assurance = 3*
			Red - No assurance = 0
			
			    - Non-Opinion = 3
			    - Follow-up Audit work = 2
			
			*Partials: Data Transparency, Parks & Open Spaces, Creditors
				Amber

Equalities & Diversity				
6.5	Ensure compliance with general & specific duties of Equalities Act 2010	The actions within the Corporate Equality Action Plan delivered	A new Corporate Equalities Action Plan has been agreed and shared with JMT and will be implemeneted during 2015/16	Amber
Risk Management				

Ref	KEY TASK	ACTION / MEASURES	Commentary	Status
6.6	Delivery of Risk Management Strategy & action plan	Joint WSC/TDBC Corporate risk register to be reviewed quarterly by JMTand progress against action plan tracked. Joint WSC/TDBC risk management strategy and policy to be developed and approved by Corporate Governance / Audit Committees	Corporate Risk register reviewed at by Leadership team - last reviewed 28 February 2015. Joint risk strategy/policy to be scheduled into democratic process after elections.	**Amber**
Corporate Health & Safety				
6.7	To raise the standard of Health & Safety knowledge & performance within the organisation.	Targets 1. increase accident reporting by 10% on previous year. 2. Carry out accident investigations within 2 weeks. 3. Carry out 5 audits per quarter. 4. Ensure 100% of audit reports completed within 2 weeks.	1. 70% increased in total accidents reported in comparison with 2013-14. 2. 92% investigations completed within 2 weeks. 1 detailed and legthy investigation at the DLO took up a lot of time and impacted on the speed of completing other investigations. 3. 8 audits carried out during 2014-15 - in carrying out training and accident investigations best practice and guidance has been able to be provided there and then and has reduced the anticipated need for as many audits as envisaged at the starty of the year. The audits undertaken have been based on areas of highest percieved risk. 4. 85% completed to date, 1 audit has outstanding elements which have been delayed due to transformation within the service area and therefore the report has been delayed also. Although this area has been scored as 'red' (off target) this is fact a good news story, with lots of important activity have taken place and is more a case that our target setting was a little unrealistic. Reports of incidents and near misses have increased significantly. This is due to the extensive training which has been carried out this year having had the desired effect of making staff more aware of health and safety issues and the importance of recording even quite minor matters, in order that the Council has a more comprehensive view of these risks Although many of these were very minor in nature they have identified some issues which could have lead to bigger problems and have enabled them to be addressed. This is the first year we have introduced these key performance indicators. Targets will reviewed for 2015/16.	**Red**