

Taunton Deane Borough Council

Executive committee – 9 July 2014

Corporate Performance Monitoring – Quarter 4 / Outturn 2013-14

Report of the Corporate Strategy & Performance Manager

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

IMPORTANT – PLEASE NOTE:




In order for this performance information to be debated in the most efficient manner at the 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 performance of the Council to the end of Quarter 4 of 2013/14 (as at 31 March 2014). The monitoring of the Corporate Strategy, service delivery, and performance indicators is an important part of the overall performance management framework.

The detailed financial position for Quarter 4 / 2013-14 outturn is provided in a separate report although a high level summary is also included in the Scorecard (section 3).

Analysis of the overall performance of the Council reveals that 71% of all performance measures are on target (ie Green alert). This is a similar position compared to the previous quarter (Quarter 3 was 71%), and an improved position compared to Quarter 4 last year (2012/13) which was 65%.

Total no. of measures (Corporate scorecard)	 Green	 Amber	 Red	N/A	Trend (from last quarter)
59	42 (71%)	13 (22%)	4 (7%)		↔

There are 4 indicators on the scorecard allocated 'red' status:

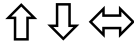
- Number of affordable homes delivered
- Business Improvement District (BID) ballot
- General Fund Revenue
- Housing (HRA) Revenue

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




2.1 The TDBC Corporate Scorecard at **Appendix A** contains full details of Quarter 4 / Outturn performance.

2.2 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.

2.3 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

2.4 Summary / overview of the Quarter 4 scorecard (appendix A)

Section	No. of measures	 Green	 Amber	 Red	N/A	Trend (from last quarter)
Aim 1 - Quality Sustainable Growth & Development	10	5 (50%)	4 (40%)	1 (10%)		↓
Aim 2 - A Vibrant Economic Environment	8	7 (88%)		1 (12%)		↔
Aim 3 - A Vibrant Social, Cultural and Leisure Environment	10	8 (80%)	2 (20%)			↑
Aim 4 – A Transformed Council	5	3 (60%)	2 (40%)			↓
Managing Finances	14	10 (71%)	2 (14%)	2 (14%)		↔
Corporate Health	12	9 (75%)	3 (25%)			↑
TOTALS	59	42 (71%)	13 (22%)	4 (7%)		↔

KEY:

- ↑ = Improving (ie more Green, less Amber &/or Red alerts)
- ↓ = Worsening (ie less Green, more Amber &/or Red)
- ↔ = No change

3.4.1 The 'Joint Management Team' (Directors and Assistant Directors for TDBC and West Somerset) participated in a corporate performance review session on 2nd June. Key aspects of the Corporate Scorecard were reviewed, and where significant issues and risks were identified, management response actions were agreed.

3.5 'Directorate' and Service performance monitoring

3.5.1 Performance scorecards are under development for each new 'Directorate' (or group of services which are the responsibility of each Assistant Director). These will be reviewed by JMT as part of the overall corporate performance monitoring process, with risks and issues escalated as required to be managed at the most appropriate level.

3.5.2 'Exception and Highlight' reports for each Assistant Director are appended to this report (**appendix B**) – these provide a high-level overview and summary from their group of services / responsibility areas of the key issues, risks, achievements & successes, and priority objectives for the next quarter.

3.6 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). Recommendations for a single aligned framework will be introduced during 2014/15.

3.6.2 The new Corporate Strategy and Performance Manager will 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	~ JMT ~ Corporate Scrutiny ~ Executive	Quarterly
Assistant Director 'Exception & Highlight' reports	Assistant Directors	~ JMT ~ Members' Portal ~ PFH briefings	Quarterly
Corporate Programmes & major projects (Growth & Development, Transformation)	Programme & Project Managers	~ Programme & Project Boards ~ Member Steering / Advisory Groups (eg 'JPAG')	Various
Southwest One Performance / KPI monitoring	Richard Sealy	~ Corporate Scrutiny ~ Client KPI monitoring	6-monthly Monthly
Somerset Waste Partnership Performance monitoring report	Chris Hall	~ Waste Board ~ Members' Portal	Quarterly
Somerset Waste Partnership Annual business plan	Chris Hall	Corporate Scrutiny	Annual
Tone Leisure Performance report	Chris Hall	Community Scrutiny	6-monthly
Housing Services Performance indicators report	Simon Lewis	Tenant Services Management Board	Quarterly

Somerset West Private Sector Housing Partnership	Simon Lewis	~ SWPSHP Board ~ Client KPI monitoring	Quarterly Monthly
South West Audit Partnership (SWAP) - progress of audit plan	Richard Sealy	~ Corporate Governance Officer's Group ~ Corporate Governance committee	Quarterly
DLO transformation	Chris Hall	DLO Member's 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

The Council's financial performance is included as a high-level summary as part of the Corporate Performance scorecard. This is an important element of the performance measures, in terms of managing public money effectively. A separate report is included on the agenda for this meeting that provides a comprehensive analysis of the Council's financial position and performance for the year.

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 service scorecards (for example 'Corporate & Client'), as well as various other partner specific reports as described in the overall performance reporting framework – please see 3.5.4 above.

11. Recommendations

- 11.1 It is recommended that the Executive Committee review the Council's performance as at the end of Quarter 4, taking corrective action or requesting further information from members of the Joint Management Team (JMT) where necessary.

Contacts:

Paul Harding
Corporate Strategy & Performance Manager
p.harding@tauntondeane.gov.uk
01823 356309

TDBC CORPORATE SCORECARD Qtr 4 2013/14 (Appendix A)

Ref	OBJECTIVES	MEASURES	Alert LAST Qtr	Alert THIS Qtr	Trend	Performance data & comments (Key risks / issues / achievements)	JMT Owner	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	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. - Demolition works are scheduled to start on site in early April. - The challenge period for the Council requesting 'stopping up' of highway and footpath on the site at Creechbarrow Road expired on 27/02/14 with no objections and the process is now completed. - A community event was held in March attended by Galliford Try and the Project Team, KHA and Halcon One Team.	James Barrah	Housing
		HRA house building - phase 1 sites	G	G	↔	Contracts were signed on Wednesday 2nd April 2014 between TDBC and Henry Pollard & Sons Ltd, a building firm based in Bridgwater. Anticipated start on site date is the w/c 28th April. The build programme is projecting a Practical Completion date of early January 2015 for all three sites. 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).	James Barrah	Housing
		Number of affordable homes delivered	G	R	↓	Annual affordable homes target - 200 homes. 156 affordable homes have been completed during 2013/14. Material shortages, highways and Land Registry issues have delayed a further 49 affordable homes completing within this year (NB - issues now resolved and completions anticipated May / June). In addition there have been 99 sales through Help To Buy up to the end of Feb 2014, 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.	Kene Ibezi	Housing

Ref	OBJECTIVES	MEASURES	Alert LAST Qtr	Alert THIS Qtr	Trend	Performance data & comments (Key risks / issues / achievements)	JMT Owner	Portfolio
		Facilitate delivery of urban extensions (Monkton Heathfield, Comeytrove / Trull & Staplegrove)	A	A	↔	<p>Monkton Heathfield (4500 new homes by 2018)</p> <ul style="list-style-type: none"> ~ Delivery Board operational ~ Discussions to secure swift delivery of Western Relief Road (WRR) to facilitate continued delivery (RISK - failure to deliver WRR will cause development to stall) ~ CPO, legal and viability advice being provided ~ Identified in LEP Strategic Economic Plan <p>Comeytrove / Trull & Staplegrove (3500 new homes by 2028)</p> <ul style="list-style-type: none"> ~ Discussions with land owners and developers progressing through planning (site allocations) ~ Identified in LEP Strategic Economic Plan 	Tim Burton	Planning Transport and Coms
		Maintain 5 year supply of ready to develop housing sites	G	G	↔	The Council has completed its annual Strategic Housing Land Availability Assessment (2013). The document is based upon extensive involvement from the development industry and shows in excess of a 5 year supply plus 5% buffer.	Tim Burton	Planning Transport and Coms
		Major Planning applications processed in target time	R	G	↑	<p>Target 60% of Major Development planning applications (large and small scale) determined within 13 weeks.</p> <p>Quarter 4 2013/14 = 89% (16 / 18 applications determined within 13 weeks).</p> <p>Full year 2013/14 = 69% (44 / 64 applications determined within 13 weeks).</p> <p>Last year 2012/13 = 59% (26 / 44 applications determined within 13 weeks).</p>	Tim Burton	Planning Transport and Coms
1.2	Objective 2 Delivering infrastructure	Firepool Project (achieve a 'development ready' regeneration scheme by April 2016)	A	A	↔	<p>Key milestone: by mid 2015 - Planning permission secured / resolution of 3rd party land issues / scheme viability assured</p> <p>Revised plan for scheme under discussion with Development Partner</p> <p>Key risks / dependencies:</p> <ul style="list-style-type: none"> ~ Peripheral 3rd party land ~ Planning policy issues and impact on existing Town Centre ~ Scheme viability ~ Management of potential flood issues 	Tim Burton / Tom Gillham	Ec Dec Asset Mgt Tourism
		Strategic Flood protection for Taunton (completion of long-term solution by 2019)	A	A	↔	<ul style="list-style-type: none"> ~ Pre-feasibility work and flood modelling completed ~ Interim Flood Risk Management guidance is being prepared to allow crucial town centre developments to come forward in the short-medium term. <p>Key risk: funding source not yet identified (£15m)</p>	Tim Burton	Ec Dec Asset Mgt Tourism
		Community Infrastructure Levy (CIL)	G	G	↔	<p>Target - Adopt CIL by April 2014.</p> <p>This project is now complete - CIL adopted 1 April 2014.</p> <ul style="list-style-type: none"> ~ Final Charging Schedule and Instalment Policy agreed by Community Scrutiny, Executive and Full Council. ~ Finalised Regulation 123 List produced. ~ CIL Officer in post. 	Tim Burton	Planning Transport and Coms

Ref	OBJECTIVES	MEASURES	Alert LAST Qtr	Alert THIS Qtr	Trend	Performance data & comments (Key risks / issues / achievements)	JMT Owner	Portfolio
		Strategic Transport Initiatives (J25 capacity improvements, Toneway corridor & NE Taunton transport package)	G	G	↕	<p>M5 Junction 25 (target - completion of comprehensive transport infrastructure improvements by 2018) ~ included as Growth Deal priority for 2016-18 ~ Traffic modelling underway to inform Business Case</p> <p>Toneway corridor (target - improvements to 3 major junction pinch-points by 2018) ~ included as Growth Deal priority for 2016-18</p> <p>NE Taunton public transport (target - improvements by 2020, inc Bus priority measures between Monkton H and town centre and Park & Ride site) ~ included as Growth Deal priority for 2017-20</p> <p>Both SCC and the HA are working collaboratively with us on the projects.</p>	Tim Burton	Planning Transport and Coms

Ref	OBJECTIVES	MEASURES	Alert LAST Qtr	Alert THIS Qtr	Trend	Performance data & comments (Key risks / issues / achievements)	JMT Owner	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	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.	Brendan Cleere	Ec Dec Asset Mgt Tourism
		Marketing & promotion of Taunton	G	G	↔	Target - Complete programmes to market and promote Taunton Deane to businesses: 1. Taunton Means Business and Project Taunton merged into one 'Taunton' campaign - New website launched January 2014. Nnational marketing campaign ongoing. Developer and agent meeting in March 2014 2. Into Somerset - Ongoing liaison. Ongoing large enquiry in Henlade 3. Taunton Town Team - ceased with wind up of Town Centre co. could be rejuvenated in future.	Ian Timms	Ec Dec Asset Mgt Tourism
		Business Improvement District (BID)	A	R	↓	Target - Achievement of a successful BID ballot in April 2014. Ballot closed on 28th Feb. BID was unsuccessful, resulting in closure of the Town Centre Co. New work is being undertaken to shape the use of funds set aside for the Town Centre Co.	Ian Timms	Ec Dec Asset Mgt Tourism
		Taunton town centre shop vacancy rate	G	G	↔	Target - Vacancy rate lower than national average. Overall Vacancy rate is 5.85% against a national average of 14%. Current vacancy rate is now 4.9% in the Prime Retail areas and 8.6% in the Secondary Retail areas.	Ian Timms	Ec Dec Asset Mgt Tourism
2.2	Objective 4 Increasing economic activity	Employment & skills projects	G	G	↔	Target - Vista delivering targets within Job Club SLA Year-end position - Job Clubs held in Halcon, Priorswood and Wellington - figures for the year (2013/14) exceeded the set targets. Attendances = 2076 (target = 480), Jobs achieved = 56 (target = 48), Work Placements/ Training = 98 (target = 72)	Ian Timms	Ec Dec Asset Mgt Tourism
		Employment land (delivery & take-up)	G	G	↔	Target - Achieve 100% of employment land requirements as per Core Strategy by 2028. 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. <i>(NB - final 2013/14 annual data will be available in Qtr 1)</i>	Tim Burton	Planning Transport and Coms
		Inward investment	G	G	↔	Number of enquiries made as a result of us going outside the county and advertising further afield. 10 enquiries received from businesses looking to invest in the Borough during Q4 - one of the ten enquiries relates to relocation of 40 jobs to the area which is positive news.	Ian Timms	Ec Dec Asset Mgt Tourism
		Local Business Development and Support	G	G	↔	Target - Delivery of Business Support Action Plan (including delivery of 4 Business information events in 2013/14 and small business grants). ~ 33 grants awarded to new businesses (£18,000) plus 4 rural retailers (£6,600). ~ programme of business support events and forums delivered ~ 186 businesses attended Business Start up Workshops, delivered by Somerset Business Agency	Ian Timms	Ec Dec Asset Mgt Tourism

Ref	OBJECTIVES	MEASURES	Alert LAST Qtr	Alert THIS Qtr	Trend	Performance data & comments (Key risks / issues / achievements)	JMT Owner	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	A	↔	A revised version of the PAS Action Plan was approved in October. However, we have yet to undertake any monitoring. This will commence in Qtr2 (monitoring of both individual project progress and collective progress towards delivery of outcomes) using a range of statistical data and narrative. Revised Project reports will be presented to the TDP Executive during Qtr 2, therefore this information will be available for the Quarter 2 corporate performance report.	Simon Lewis	Community Leadership
		Halcon One Team	G	G	↔	Early family intervention continues to be the main theme of the Halcon One Team approach. Significant improvements in early referrals to Family Support, Family Focus, Safeguarding, Debt Management are evidenced by falling crime, stabilised debt arrears to the LA and improving the look and feel to the Halcon Ward.	Simon Lewis	Community Leadership
		Health & Wellbeing strategy	G	G	↔	Target - Develop Action Plan by April 2014 Target achieved - the audit and action plan has been through Scrutiny and was approved by the Executive (subject to minor amends) during April. It now needs to be adopted and monitored by JMT. The audit and action plan will be presented to the Health and Wellbeing Board during June '14. It will also be debated by the TDP during May. The TDP have a limited amount of money to assist with the delivery of projects.	Simon Lewis	Community Leadership
		'Family Focus' (Troubled Families) project	A	G	↑	Number of families attached to the project continues to rise - we now have 290 families (approx) across Taunton Deane and West Somerset (Gov't target is 262 by March 2015) . During February we submitted the first significant 'success claim' for outcomes relating to Anti-Social Behaviour and education - we claimed 117 success for Taunton Deane and 47 success for West Somerset. This exceeds the Gov't target for 'claimed for success' at this point in time (target = 30% / achieved = 60% approx) and released £144k (approx) of money for the locality. There is another 'claims' window in May where we shall focus on identifying claims relating to employment. Two additional Family Support Workers were recently appointed. They are based at Hillside Children Centre and enable the project to expand in to North Taunton. Project updates are circulated to Members every two months and detailed scorecards are reported to Family Focus Strategic Group and TDP.	Simon Lewis	Community Leadership
3.2	Objective 6 Facilitate and support cultural and leisure opportunities	Swimming Pool projects	G	G	↔	Station Road: Practical completion of construction was completed Monday 19th May when the building was handed back to the Council. Operators prepared the building for customers and doors opened for first swims 23rd May in time for half term. Final payment and settlement amount will now be negotiated and agreed with the Contractors. Blackbrook Pool: Project continues to remain on programme. Pre planning consultation event held 29 April. Planning application submitted 20 May. During the planning consultation period the design team will progress next level of design detail in preparation for the procurement of the Contractors if/once planning consent is provided - to begin September 2014. Programme on track to start construction on site Jan/Feb 2015	Chris Hall	Sports Parks Leisure

Ref	OBJECTIVES	MEASURES	Alert LAST Qtr	Alert THIS Qtr	Trend	Performance data & comments (Key risks / issues / achievements)	JMT Owner	Portfolio
		Develop a new community leisure strategy	A	A	↔	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.	Chris Hall	Sports Parks Leisure
		Taunton town centre events programme	G	G	↔	Taunton Events Group activity in 2013/14: -Somersetfest 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 - Production of The Tone magazine featuring events in Taunton Deane during March to May - New Events website commissioned as part of new Visit Taunton Deane web portal. Due to be completed in June	Ian Timms	Planning Transport and Coms
		Brewhouse theatre	G	G	↔	Target - Develop a sustainable solution for the Brewhouse Theatre. Short term funding agreement and tenancy entered in February. Ongoing negotiations to enter long term funding agreement and 10 yr lease. Final Lease of Brewhouse and Funding Agreement to be completed in June/July 2014. Monitoring Group to be established to check performance against grant monies committed by council.	Ian Timms	Planning Transport and Coms
	3.3 Objective 7 Maintain clean streets, good quality parks, open spaces and leisure & cultural facilities	Fly-tipping	A	G	↑	Enforcement action is taken by the Environmental Protection Team wherever there is evidence that can be pursued. Actual fly tip numbers are as follows: Q4 2013/14 = 131 (full year = 562, ie a 13% decrease on last year) Q4 Last year = 216 (full year = 647)	Chris Hall	Env Services Climate Change
		Parks & open-spaces	G	G	↔	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.	Chris Hall	Sports Parks Leisure

Ref	OBJECTIVES	MEASURES	Alert LAST Qtr	Alert THIS Qtr	Trend	Performance data & comments (Key risks / issues / achievements)	JMT Owner	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 Management & Shared Services (JMASS)		G	G	↔	Key project milestones: ~ 1 Jan 2014 - Joint Management team in post. ~ 1 Aug 2014 - structure for 4th & 5th tier officers to be in post. ~ 31 Mar 2015 - new structure complete. ~ 1 Apr 2015 - Terms and Conditions Harmonised. Achievements: The new Joint Management Team have been appointed. The appointments are within the reduced cost envelope agreed by both Councils. £750k Transformation Challenge Award funding won by the Councils as a result of bid submitted earlier in the financial year. Phase 1 tier proposed structure designed within affordability envelopes and consultation process commenced on time.	Richard Sealy	Corp Resources
4.2	Council Accommodation Project		G	G	↔	Following member approval to undertake detailed feasibility of the two shortlisted options (new build at Firepool and County Hall), DTZ consultations have been commissioned to undertake this work. Report due imminently which will progress to decision on preferred option at Full Council in July 2014. Member working group established to undertake site visits. Staff working group to be established and consultation with Unison commenced.	James Barrah	Corp Resources
4.3	Asset Strategy		G	A	↓	Following approval of new Asset Management Strategy, first required task regarding improvements to budget/cost coding for works to assets has been completed. Second task of recruiting temporary Estates Surveyor capacity to progress asset disposal reviews has been delayed whilst recruiting to vacant Assistant Director post and new JMASS property structure. Work expected to resume shortly on this element.	James Barrah	Ec Dec Asset Mgt Tourism
4.4	DLO depot relocation feasibility		G	A	↓	This project has a timeline that leads to a member decision making process prior to Christmas. This is subject to a procurement process to ensure any options for the future DLO operating locations are deliverable. Pressures are building to keep the preferred bidder for Priory Way engaged in the lead up to the final decision being made.	Chris Hall	Corp Resources
4.5	Southwest One Review		G	G	↔	Services returned on 1st Feb 2014 and project closed down (Services: Property, FM, Post Room, HR Advisory, Design & Print, Finance Advisory). Workstreams for: Contractual changes, HR, Finance, Logistics/Technical, Comms all completed. Services transitioning and being undertaken by appropriate Director/AD	Richard Sealy	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert LAST Qtr	Alert THIS Qtr	Trend	Performance data & comments (Key risks / issues / achievements)	JMT Owner	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	R	↓	The Council's net outturn for General Fund services is £964k (6.7%) below budgeted levels. This variance is due to a range of factors as outlined within the Financial Outturn report, but is significantly due to higher than expected income in the final quarter from demand-led services including Planning, Parking and Burials/Cremations. It is evident that income levels in these services is difficult to predict, but also in respect of planning and parking provides an indication of improvement in the local economy.	Paul Fitzgerald	Corp Resources
		b) General Fund Capital within 2% = ☺ 2 – 3.5% = ☹ over 3.5% = ☹	G	G	↔	The General Fund Capital Programme budget has increased during the year by £14,042k (from £3,931k) to give an overall approved budget of £17,973k. In practice this spending is anticipated to be spread over more than one year. The actual spend on capital for 2013/14 is £4,350k, with £13,623k of the General Fund Capital Programme budget being carried forward to reflect latest expenditure forecasts. The total forecast spend for the total programme is on budget.	Paul Fitzgerald	Corp Resources
		c) Housing Revenue (HRA) within 0.5% = ☺ 0.5 – 2% = ☹ over 2% = ☹	G	R	↓	There are a number of significant variances from both planned levels of income and expenditure. However, when these are netted together the actual outturn is a surplus of £861k (3.3%) - predominantly due to significant surplus against bad debt provision and an underspend on maintenance costs. HRA general reserves are currently £3.059m which is above the minimum required level of £1.8m.	Paul Fitzgerald	Corp Resources
		d) HRA Capital within 2% = ☺ 2 – 3.5% = ☹ over 3.5% = ☹	G	G	↔	The HRA Capital Programme budget has increased during the year by £792k (from £19,572k) to give an overall approved budget of £20,364k. In practice this spending is anticipated to be spread over more than one year, particular in respect of new housing development and acquisition. The actual spend on capital for the year is £8,647. The HRA Capital Programme has a net underspend of £62k and is reporting a budget carry forward of £11,787k to reflect latest forecast of expenditure.	Paul Fitzgerald	Corp Resources
		e) Council Tax Support within £25k = ☺ £25k-£50k = ☹ over £50k = ☹	G	G	↔	On Target: Budget £6,125k Expenditure £5,930k, leaving us with a safety net of £195k	Paul Fitzgerald	Corp Resources
		f) Business Rates Net rate yield	G	A	↓	2013/14 is the first year of operating the business rates retention system. As such, we need to include a significant provision in respect of appeals and refunds, which could be backdated to 2010 (or even 2005 in a small number of cases). Net retained income for the year is below original budget expectations , which is mitigated by government funding for reliefs and a Safety Net receipt. Refer to Financial Outturn 2013/14 report for further information.	Paul Fitzgerald	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert LAST Qtr	Alert THIS Qtr	Trend	Performance data & comments (Key risks / issues / achievements)	JMT Owner	Portfolio
5.2	Reserves To maintain an adequate reserve (based on financial risk analysis)	General Fund reserve >£1.25m = ☹ £1- £1.25m = ☹ <£1m = ☹	G	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 budgeted balance of £1,516k is increased to £2,480k following the transfer of the underspend , which is above the minimum requirement of £1,500k. This provides limited flexibility to respond to new pressures or provide one-off funding for new initiatives.	Paul Fitzgerald	Corp Resources
5.3	Next year's budget gap	A balanced budget 2014/15	G	G	↔	The 2014/15 balanced budget was approved by Full Council on the 25 February 2014	Paul Fitzgerald	Corp Resources
5.4	Debt collection	a) Council Tax Target = 97.8%	A	G	↑	The target for Q4 (year-end outturn) = 97.8% Actual for Q4 (year-end outturn) = 98.0% Exceeded target (Last year 2012/13 outturn was 98.04%)	Paul Fitzgerald	Corp Resources
		b) NNDR Target = 98.4%	G	G	↔	The target for Q4 (year-end outturn) = 98.5% Actual for Q4 (year-end outturn) = 98.9% Exceeded target (Last year 2012/13 outturn was 98.88%)	Paul Fitzgerald	Corp Resources
		c) Housing Rent Target = max arrears £360k)	A	G	↑	By the end of quarter 4 we have met our arrears target of £360k. Actual arrears each quarter were. Q1: £416,216.93 arrears Q2: £411,360.11 arrears Q3: £437,105.92 arrears Q4: £351,209.80 arrears	Simon Lewis	Housing
		d) Sundry Debts position (In SAP only*)	A	G	↑	As at 1 April 2014 debt over 90 days old = £0.40m As at 1 April last year debt over 90 days old = £0.80m As at 1 April 2014 debt = £1.35m (£872k is not yet due for payment) As at 1 April last year debt = £1.56m During the course of the year (2013/14) there has been more robust management of sundry debts by services and regular monitoring by JMT. There has been a continuous improvement in the debt position .	Paul Fitzgerald	Corp Resources
5.5	Benefits subsidy	To achieve 100% subsidy	G	G	↔	The lower threshold for TDBC is £152k pa. The predicted outturn is £32k leaving us with a £120k safety net.	Paul Fitzgerald	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	A	↔	£3.178m of savings initiatives have been signed-off and agreed at 31st March 2014, of which £1.967m has been delivered ; the balance will be delivered in subsequent months /years. 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 SW One contract (due to expire 2017). Their current best estimate is that at the end of the contract a total of £4.97m savings could be delivered.	Paul Fitzgerald	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert LAST Qtr	Alert THIS Qtr	Trend	Performance data & comments (Key risks / issues / achievements)	JMT Owner	Portfolio																
3. CORPORATE HEALTH (People, Customer Service, & Corporate Governance)																								
6.1	People	a) Staff sickness	A	G	↑	Target = 8.5 max working days lost per FT employee Actual for year = 8.2 days (BVPI 12) A reduction in 2.28 days absence per employee when compared to 2012/13 data (last year actual was 10.5 days). Delivery of a wellbeing and sickness absence plan has provided managers with additional support and data to address absence.	Richard Sealy	Corp Resources																
		b) Staff Turnover	G	G	↔	Target - max 12% (voluntary leavers as % of staff in post) Total turnover up to end of Q4 = 9.44% Voluntary turnover up to end of Q4 = 4.72%	Richard Sealy	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	G	↑	Target = 92 % (for Contact Centre) Quarter 4 actual = 97.72% / Year-end actual = 97.16% (Last year was 95.8% for the year)	Jill Sillifant	Corp Resources																
		b) Calls answered within 20 seconds	G	G	↔	Target = 80 % (for Contact Centre) Quarter 4 actual = 82.29% / Year-end actual = 81.46% (Last year was 82.23% for the year)	Jill Sillifant	Corp Resources																
		c) Calls abandoned	G	G	↑	Target = <5% (for Contact Centre) Quarter 4 actual = 2.19% / Year-end actual = 3.10% (Last year was 3.71% for the year)	Jill Sillifant	Corp Resources																
		d) Customer Feedback (Complaints & Compliments)	A	A	↔	Target = 100% of complaints responded to within 10 days. Full year (2013/14) = 77% (122/158*) <i>*NB: 15 complaints from Q4 not included - outcome not yet logged</i> <table border="0"> <tr> <td></td> <td><u>Qtr 4</u></td> <td><u>Year</u></td> <td><u>Last Year</u></td> </tr> <tr> <td>Total number of feedback</td> <td>= 80</td> <td>= 262</td> <td>= 226</td> </tr> <tr> <td>Total number complaints</td> <td>= 56</td> <td>= 173</td> <td>= 99</td> </tr> <tr> <td>Total number compliments</td> <td>= 16</td> <td>= 60</td> <td>= 115</td> </tr> </table>		<u>Qtr 4</u>	<u>Year</u>	<u>Last Year</u>	Total number of feedback	= 80	= 262	= 226	Total number complaints	= 56	= 173	= 99	Total number compliments	= 16	= 60	= 115	Richard Sealy	Corp Resources
			<u>Qtr 4</u>	<u>Year</u>	<u>Last Year</u>																			
Total number of feedback	= 80	= 262	= 226																					
Total number complaints	= 56	= 173	= 99																					
Total number compliments	= 16	= 60	= 115																					
e) Freedom of Information (FOI) requests	G	G	↑	Target = 75% of queries answered within 20 working days of receipt. Qtr 4 (actual) = 85% Full year (2013/14) = 82% (538 / 656) <table border="0"> <tr> <td></td> <td><u>Year</u></td> <td><u>Last Year</u></td> </tr> <tr> <td>Total number of FOIs</td> <td>= 656</td> <td>= 482</td> </tr> <tr> <td>% closed within 20 day target</td> <td>= 82%</td> <td>= 77%</td> </tr> </table>		<u>Year</u>	<u>Last Year</u>	Total number of FOIs	= 656	= 482	% closed within 20 day target	= 82%	= 77%	Richard Sealy	Corp Resources									
	<u>Year</u>	<u>Last Year</u>																						
Total number of FOIs	= 656	= 482																						
% closed within 20 day target	= 82%	= 77%																						
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	G	↔	As at the previous review point (Dec 2013) the Corporate Governance Action Plan included 8 'open' actions (3 actions carried over from previous years plus 5 new external audit recommendations (Grant Thornton audit findings 2012/13). The latest position is: <ul style="list-style-type: none"> • 4 of these actions are now considered 'closed' • Of the remaining 4 'open' actions, 2 are 'Green' (on track), and 2 are 'Amber' (some concern). 	Richard Sealy	Corp Resources																

Ref	OBJECTIVES	MEASURES	Alert LAST Qtr	Alert THIS Qtr	Trend	Performance data & comments (Key risks / issues / achievements)	JMT Owner	Portfolio
6.4	Audit & Inspection Ensure that statutory Audit & Inspection obligations are met	Internal audit findings	A	A	↔	<p>2013-14 Internal Audit Work: Indicative opinion based on 29 reviews as draft or final (further 8 in progress / drafting).</p> <p>The following audit assessments were reported in respect of these audits were complete or draft (draft reports could be subject to change):</p> <p>Green - Substantial assurance = 1 Green - Reasonable assurance = 10 Amber - Partial assurance = 5* Red - No assurance = 0 - No Rating = 1* - Non-Opinion = 7 - Follow-up Audit work = 5</p> <p>*Partials are: Data Centre Management - Final, Taunton Deane Priority Area Strategy - Final, Procurement Cards - Final, Contract Management - Draft, Creditors - Draft * No rating: Software Development Life Cycle - Draft</p>	Richard Sealy	Corp Resources
6.5	Equalities & Diversity Ensure compliance with general & specific duties of Equalities Act 2010	Delivery of corporate Equalities action plan	A	A	↔	<p>The Corporate Equality Action Plan is on track to be delivered during 2014/2015.</p> <p>24 of the 28 Actions within the plan are 'Green' and either on track or completed.</p> <p>4 of the actions are not on track however we are working with services across the Council to address delays.</p>	Simon Lewis	Community Leadership
6.6	Risk Management To ensure major risks are managed by embedding Risk Mgt Strategy	Delivery of RM Strategy & action plan	G	G	↔	<p>The 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 was reported to the Corporate Governance Committee 10th March 2014.</p> <p>JMT will continue to develop and implement appropriate Risk Response Action Plans, and will regularly monitor and review these.</p> <p>The Corporate Risk Management Strategy is being refreshed to reflect the new 'One Team' (JMASS) arrangements, and will be reported to Corporate Governance committee for approval in Sept.</p>	Richard Sealy	Corp Resources
6.7	Health & Safety To raise the standard of Health & Safety knowledge & performance	Delivery of Corporate H & S Action Plan	G	G	↔	<p>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.</p> <p>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.</p> <p>New accident reporting procedures in place from April, to be communicated across the Council</p>	Chris Hall	Corp Resources

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Assistant Director's area		No. of measures	😊 Green	😐 Amber	😞 Red	N/A
ACE Team (Bruce Lang)	TDBC					
	WSC					

Key performance RED alerts	TDBC / WSC	Action / comment

Key performance AMBER alerts	TDBC / WSC	Action / comment
Loss of post from Democratic Services	TDBC/WSC	Re-allocating tasks to other Democratic Services staff and monitoring performance and using agency cover to back-fill if necessary
Demand for legal expertise/input into asset projects increasing	TDBC	An allocation of money to buy in additional expertise has been identified and asset projects encouraged to build in legal costs into their budgets
ICT PCN compliance- significant number of members not yet compliant	TDBC	Identifying those members concerned and rolling out use of tokens as soon as possible

RISKS (RED, and any NEW risks)	TDBC / WSC	Risk response action
Twin coinciding issues of pre-election politics and creating a shared workforce could prejudice performance; extra challenge of social media to increase reputational risk	TDBC/WSC	Develop a Social media policy to be approved by both Councils by the end of 2014 and ensure that staff are aware of heightened political sensitivity
At a very busy time for electoral services – EU elections plus	TDBC/WSC	Prioritise what is done when

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the introduction of Individual Electoral Registration- onerous requirements of Electoral Commission could put undue pressure on the team		
New PR Post needs support which is not yet in place	TDBC/WSC	Plans to provide support from Democratic services plus commission external expertise where necessary plus Hinkley point support if specific monies become available.
Achievements & successes		TDBC / WSC
Establishment of new Electoral Services Team		TDBC/WSC
One Team joint staff publication launched		TDBC/WSC
Introduction of electronic voting at planning committee		TDBC
Use of social media by the mayor		TDBC
Priority objectives next quarter		TDBC / WSC
Moving legal partnership forward		TDBC/WSC
Successful European elections and introduction of Individual Electoral Registration		TDBC/WSC
Introduction of new sound system Sustain democratic service provision to both sets of elected members to an acceptable standard		TDBC TDBC/WSC
Hinkley Point related PR work, for example, launch of Community Impact Mitigation fund		WSC

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Assistant Director's area		No. of measures	😊 Green	😐 Amber	😞 Red	N/A
Operational Delivery (Chris Hall)	TDBC					
	WSC					

Key performance RED alerts	TDBC / WSC	Action / comment
Local Land charges performance is a concern as it is taking too long to return searches, this is delaying some property completions	TDBC	The volume of work has dramatically increased at a time when the team has been reduced. Temporary employees to support this are being recruited
DLO performance against the priorities for works completion is continuing to be a concern	TDBC	Work load spikes over the bad weather period have created a demand that is difficult to meet, additionally supply chain issues have created materials shortages e.g. fencing panels. Work continues to reduce the completion times to within priorities.

Key performance AMBER alerts	TDBC / WSC	Action / comment
Dulverton have been requesting information regarding services that they wish to take from the District Council and operate as a Town Council	WSC	Very little action taken on this due to other commitments and the complexity of some information required, street cleansing is contracted out, parking enforcement is about to be contracted to NSL etc.
Building Control has seen a surge in work requests which is placing strain on the team to deliver in a timely manner	TDBC	Managers across TDBC, WSC and Sedgemoor are talking to see how cross border support can be achieved.

RISKS (RED, and any NEW risks)	TDBC / WSC	Risk response action
Parking Services long term sickness has caused significant disruption to the way the service is delivered	WSC	Bought in additional support from ex-employees and from NSL
Environment Agency have rejected the funding bid for the Blue Anchor coastal protection scheme	WSC	Considerable work will be required to get the scheme into a position where we can resubmit the bid.

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Achievements & successes	TDBC / WSC
Delivered an adequate service to support residents of Taunton Deane during the flooding incidents, as well as support requests for mutual aid.	Both
Complete the food safety inspections within the allocated time	WSC
Successful recruitment of 4 Building Services apprentices into permanent roles, leading to 4 apprentice vacancies to be fill soon. Once filled there will be 10 apprentices in the Building Control Service of the DLO	TDBC

Priority objectives next quarter	TDBC / WSC
Continue to work on the Blue Anchor coastal protection scheme	WSC
Bring decision making to report to Members for DLO relocation	TDBC
Open Station Road pool and conclude contractual issues	TDBC
Carryout public consultation and submit planning permission for Blackbrook Pool and SPA	TDBC
Work on final detail of NSL parking services transfer, including TUPE arrangements	WSC
Consultation matter for tier 4/5 restructure	Both
Work up a solution to the Firepool parking request by Members	TDBC
Complete module work streams assigned to TDBC and WSC for the Building Control Partnership project	Both
Resolve the public toilet options with Parish and Town Council's	TDBC
Corporate Health & Safety: <ul style="list-style-type: none"> - gain understanding of WSC arrangements and review / compare with TDBC. - Implement H & S KPI monitoring ready for reporting for Qtr 1 	Both

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Assistant Director's area		No. of measures	😊 Green	😐 Amber	😞 Red	N/A
BUSINESS DEVELOPMENT (Ian Timms)	TDBC					
	WSC					

Key performance RED alerts	TDBC / WSC	Action / comment
BID ballot unsuccessful	TDBC	Businesses failed to support BID proposals which would have generated significant funding for marketing the Town. New work is being undertaken to shape the use of funds set aside for the Town Centre Company.

Key performance AMBER alerts	TDBC / WSC	Action / comment

RISKS (RED, and any NEW risks)	TDBC / WSC	Risk response action

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Achievements & successes	TDBC / WSC
Appointment of a new Public Relations Contractor for the Exmoor Tourism Partnership, who has already hit the ground running setting up two press visits for visiting journalists.	WSC
Submitted a successful bid to Locality to undertake some additional research in Williton and Watchet in respect of what is needed to overcome the barriers for some communities to access training, skills and employment opportunities.	WSC
Working with the National Skills Academy for Retail to provide a master class with Rowland Gee (former Chief Executive of Hugo Boss) and follow-up training for High Street traders.	WSC
Planning well underway for the first West Somerset Tidal Technologies Conference.	TDBC
Held Investor Forum attended by 13 businesses, procurement event attended by 92 businesses with key partners as speakers.	TDBC
Flooding- Business Support Grant. In excess of 60 businesses were visited during the first week of March to promote the new Business Support grant. The grant is available to all small and medium sized businesses that have been affected by the floods and suffered an adverse effect on their activities/lost a significant amount of trade. In quarter 4 there were 34 approvals, 28 were paid with 6 waiting on bank details. Post flooding support to tourism business given with specific participation in visit England campaign.	TDBC
TIC served 7,834 customers and dealt with 2,376 telephone calls in the last quarter. Total throughput of customers and enquiries 16,497.	TDBC
Completed distribution of grants for businesses to value of £16,000 and £6000 rural grants fund.	TDBC
Brewhouse Reopened. Tenancy at will granted. £46,000 of funding provided in line with budget. TIC acting as ticket agent.	TDBC

Priority objectives next quarter	TDBC / WSC
Agree a plan for this year.	TDBC/WSC

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Assistant Director's area		No. of measures	😊 Green	😐 Amber	😞 Red	N/A
PROPERTY and DEVELOPMENT (James Barrah / Kene Ibezi / Tom Gillham)	TDBC					
	WSC					

Key performance RED alerts	TDBC / WSC	Action / comment
Repairs performance within priority time.	TDBC	Ongoing efforts to address multiple issues.
End of year re charge adjustment of £700K back to HRA from DLO.	TDBC	Will attempt to plan into HRA end of year position.
Managing expectations in both Councils to "fix" a range of property related longstanding projects all at the same time.	TDBC/ WSC	

Key performance AMBER alerts	TDBC / WSC	Action / comment
Effective procurement of new HRA Capital contracts.	TDBC	
Sufficient support and capacity to deliver Housing Property aspects of Open Contractor implementation.	TDBC	Kene has been tasked to work on this area as early priority.
Risk of lack of continuity between handover from Interim AD to new AD and potential for loss of momentum on key projects.	TDBC/WSC	Need to clarify timescale for retaining interim AD and budget position to support this.

RISKS (RED, and any NEW risks)	TDBC / WSC	Risk response action
Question raised by Corporate HS officer re CDM compliance in Housing Property work.	TDBC	Ongoing scoping of solution and response.
Slow progress on HRA development schemes pipeline.	TDBC	More focus required to move forward two potential schemes.
Ongoing high numbers of agency staff in Housing Property.	TDBC	Plan to resolve via JMASS.
Continuity of property related on site activities in WSC placing significant pressure on office staff.	WSC	Plan to recruit agency temp tech officer post to allow substantive post holder to provide handover and leave via JMASS route.
Valuer capacity at TDBC, significant resource pulled in to support higher profile cases, results in backlog in day to day	TDBC	Request for end of year underspend to support temp valuer to assist catch up.

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tasks.		
Achievements & successes		
Excellent progress by Interim AD to move forward WSC property issues and former TDBC Project Taunton projects. In particular Thales / Firepool/ Quantock House / Monkton Heathfield employment land / Firepool parking scheme / High Street and Castle square works completion / Seaward way disposal / Aquasplash disposal and East Wharf Dev Agreement.	TDBC/WSC	
Former SW1 Property Estates team back to TDBC, and moved to Deane House without issues.	TDBC	
TDBC Housing Property delivered end of year catch up on capital programme.	TDBC	
Creechbarrow Road scheme on site and phase 1 sites on site shortly.	TDBC	
New AD appointed and underway with induction.	TDBC/WSC	

Priority objectives next quarter	TDBC / WSC
Progress and resolve Firepool Third Party issues.	TDBC
Initiate Longrun Bridge install.	TDBC
Induction of Kene to initially take ownership of Housing aspects of role	TDBC / WSC
Close down end of year budgets in particular HRA	TDBC
Create structured approach to briefing Asset Mgt PfH's in both Councils that may also address poor Asst Mgt Groups in both areas.	TDBC/WSC
Initiate consultation and approval of Community Asset Transfer doc.	TDBC/WSC
Progress East Wharf-Watchet lease issues	WSC
Progress WSC land sales as quickly as possible and ensure finance are regularly updated..	WSC
Progress new Asst Mgt Strategy at WSC.	WSC

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Assistant Director's area		No. of measures	☺ Green	☹ Amber	☹ Red	N/A
SOUTHWEST ONE SERVICES (Jill Sillifant)	TDBC	18 KPIs	16		2	

Key performance RED alerts	TDBC	Action / comment

Key performance AMBER alerts	TDBC	Action / comment
Procurement services		The savings pipeline has undergone a full review and has been revalidated. The Service Delivery Plan for 2014/15 has been agreed.
ICT		Although improvements have been made in service delivery as a whole, some concerns still remain

RISKS (RED, and any NEW risks)	TDBC	Risk response action
New risk – Planning for 2017: dependencies and interdependencies of other JVCo partners		A Planning process for 2017 has been established and is under way

Achievements & successes	TDBC
Customer Services <ul style="list-style-type: none"> • Telephony refresh • Good progress with service automation • Service shortlisted for regional shared services award 	
HR <ul style="list-style-type: none"> • Successful transfer of staff back to TDBC • Reduction in sickness absence from 10.46 days to 8.2 days 	
Property Good progress being made with Atrium property management system	

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Priority objectives next quarter	TDBC
Customer services progress with automation	
Procurement “round tables”	

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Assistant Director's area		No. of measures	☺ Green	☹ Amber	☹ Red	N/A
RESOURCES (Paul Fitzgerald)	TDBC	13	9	1	2	1

Key performance RED alerts	TDBC	Action / comment
The council is reporting significant underspends against both General Fund and HRA Revenue Budgets.		Significant variations have been experienced in the final quarter of the year in respect of demand led services in the General Fund. The HRA has also received a higher than expected refund from the DLO in respect of over-recovery of overheads due to higher work volumes.

Key performance AMBER alerts	TDBC / WSC	Action / comment

RISKS (RED, and any NEW risks)	TDBC / WSC	Risk response action

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Achievements & successes	TDBC / WSC
Council Tax (Actual 98.0% v Target 97.8%) and Business Rates (Actual 98.9% v Target 98.4%) collection rates exceeded targets for 2013/14. Highly commendable performance in view of economic conditions and impact of welfare reform	TDBC
Council Tax Support costs below gross budget for the year by £195k. This will contribute to the Council Tax Collection Fund Surplus, to be shared by TDBC and major preceptors	TDBC
Housing Benefit Subsidy 100% achieved – below error rate thresholds therefore no loss in subsidy entitlement	TDBC
The Assistant Director Resources has progressed the design of the Tier 4/5 management structure for the JMASS implementation – this is on track	TDBC & WSC
The Finance team has been supporting the JMASS project, which has required significant input for AD restructure costings etc. A significant number of projects have been supported alongside maintaining 'core' business.	TDBC

Priority objectives next quarter	TDBC / WSC
Progress with Tier 4/5 implementation to deliver savings target for Resources	TDBC & WSC
Completion of financial year outturn and draft (unaudited) Statement of Accounts	TDBC & WSC
Establish arrangements for 2014/15 budget monitoring, and flex to respond to organisation changes. Looking further ahead - also need to review fundamental process for financial monitoring and reporting as shared services.	TDBC & WSC
Continued support to JMASS project including costings for AD proposals and tracking delivery of business case savings target	TDBC & WSC
Progress the development of cost sharing principles and methodology for shared services with West Somerset Council	TDBC & WSC
Single Fraud Investigation Service (SFIS) – prepare outline plan in respect of DWP implementation timeline and provide briefing for affected staff	TDBC & WSC
MTFP Refresh and review/development of financial strategies to deliver sustainable financial position	TDBC & WSC
Progress the development of business case for 'Corporate Counter-Fraud' function	TDBC & WSC
Analyse results of Council Tax Support (CTS) consultation, and establish Action Plan to review the CTS Policy for 2015/16	TDBC

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Assistant Director's area		No. of measures	☺ Green	☹ Amber	☹ Red	N/A
CORPORATE SERVICES (Richard Sealy)	TDBC					
	WSC					

Key performance RED alerts	TDBC / WSC	Action / comment
I have not yet developed a new quarterly report for the services which now comprise Corporate Services & consequently have not populated this section. Any key areas of concern will be flagged under the risks section.		

Key performance AMBER alerts	TDBC / WSC	Action / comment
DITTO		

RISKS (RED, and any NEW risks)	TDBC / WSC	Risk response action
The contractual constraints of the SWO contract and/or issues with ICT pricing prevent or delay our ability to progress the ICT changes required to facilitate shared service delivery	Both	(This risk is AMBER at present). Working closely with the ICT service to challenge pricing where required & to negotiate flexibility in terms of solutions. This is time consuming but is working at present.
Potential significant impact on service delivery during May/June resulting from the implementation of the tier 4/5 structure.	Both	Affected staff being encouraged to plan their workload for May/June. Will have a better idea of the potential impact once affected staff have completed their options forms in May.

Achievements & successes	TDBC / WSC
Transition of services & functions into Corporate Services (West Somerset & returning SWO services)	Both
Maintenance of service delivery – haven't dropped any balls	Both
Development of draft structure delivering £156k savings	Both
Progression of ICT issues & projects – the Taunton to Williton line is in place, wifi & Windows 7 rollout for DH is progressing	Both
Joint portfolio holder meetings in place & working well	Both

Priority objectives next quarter	TDBC / WSC
Implement the tier 4/5 structure & produce a draft tier 6 structure	Both
Maintain service delivery	Both

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Progress the ICT projects required to support the joined-up staffing structure	Both
Progress the SWO succession planning & ICT issues	TDBC

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Assistant Director's area		No. of measures	☺ Green	☹ Amber	☹ Red	N/A
Housing and Community Services (Simon Lewis)	TDBC WSC	40*	20 (50%)	8 (20%)	8 (20%)	4 (10%)

* Include Housing Services and Housing Assets

Key performance RED alerts	TDBC / WSC	Action / comment
Private Sector Housing <ul style="list-style-type: none"> Local Authority Major Aids and Adaptions: 59 applications were completed against a target of 84 but many were referred to the Minor Works budget. Local Authority Major Aids and Adaptions, end to end completion time. The 34 week end to end completion figure is not on target (22 weeks). Removing exceptions the figure would have been 27 weeks for Quarter 4 	TDBC	<p>The success of the County reablement programme in Taunton Deane has reduced demand for major aids and adaptations, pushing demand to minor works. The 2014/15 budget has been reduced accordingly.</p> <p>Assistant Director to revisit with SWPSHP Manager to understand why performance is so far off target.</p>

Key performance AMBER alerts	TDBC / WSC	Action / comment
<ul style="list-style-type: none"> Local Authority Major Aids and Adaptions, spend against budget – £282,092 committed spend at end of Q4 against a £339,100 budget. Underspend predicted. 	TDBC	Will be reported as part of year-end monitoring. These underspends were predicted as at Quarter 3

RISKS (RED, and any NEW risks)	TDBC / WSC	Risk response action
Risk of the Housing Service having substantially reduced collection rates on introduction of Universal Credit	TDBC	Budget includes provision for this for 2014/15. Housing Action Plan in place and being refreshed New structure proposes to bring in additional focus to prevent this
Achievements & successes		TDBC / WSC
HRA rent collection figures on target, despite challenging sickness issues in team		TDBC
Increase in homelessness prevention and reduction in people in temporary accommodation		TDBC / WSC

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Safeguarding arrangements and training put in place	WSC
Health and Wellbeing Audits of Councils completed; Councils progressing to becoming dementia friendly organisations	TDBC / WSC
Draft Housing bid for EDF funds completed with Sedgemoor DC. Further work now needed to refine	WSC

Priority objectives next quarter	TDBC / WSC
Implement Tier 4/5 structure safely and professionally, supporting affected staff and ensuring any interim arrangements are robust	TDBC / WSC
Commence Tier 4/5 review of SWPSHP (June / July)	TDBC / WSC
Develop an outline proposal for a renewables capital project for the Council to bring in ongoing feed-in tariffs for Council (July / August)	TDBC
Develop options appraisal to respond to SCC funding changes for Supported Housing	TDBC
Complete draft tenancy policy	TDBC
Develop business case to identify viability of a shared countywide Homefinder Somerset operational model	TDBC / WSC
Develop proposals on how Councils will respond to Universal Credit and impact on rent collection for HRA as well as quality of life issues for residents	TDBC / WSC
Tenants Services Management Board elections go to plan	TDBC
Finalise bids for EDF funding for Housing	WSC / TDBC

Quarter 4 Performance Exception & Highlight Report

APPENDIX B

Assistant Director's area		No. of measures	😊 Green	😐 Amber	😞 Red	N/A
PLANNING & ENVIRONMENT (Tim Burton)	TDBC					
	WSC					

Key performance RED alerts	TDBC / WSC	Action / comment

Key performance AMBER alerts	TDBC / WSC	Action / comment
Major Planning applications submitted with a Planning Performance Agreement (PPA). Target – 30%; Actual Q4 – 10%. 8 Large scale application received of which 1 has a PPA. 11 smallscale major planning applications received of which 1 has a PPA.	TDBC	The types of major application received during Q4 are generally of a development type that does not need a Planning Performance Agreement as they do not raise complex planning issues, e.g. applications to vary planning conditions on existing major applications

RISKS (RED, and any NEW risks)	TDBC / WSC	Risk response action
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.	TDBC	“Call for Sites” currently underway
Failure to maintain 5 year supply of housing sites.	TDBC	Five year and 5% buffer, but looking to progress SADMP as a matter of urgency to extend potential supply.
Workload capacity and potential consequential delay in delivering timetable for adoptions of SADMP	TDBC	Close project management
Failure to deliver Monkton Heathfield Western Relief Road (WRR) delays delivery of urban extension and potential failure to secure second round tranche of CLG capacity funding.	TDBC	Taking legal advice; assessing viability; and securing planning permission for road

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Implication and governance of CIL.	TDBC	Close management
J25 modelling work	TDBC	Reliant upon timing of related modelling outlook from HA/SCC on the surrounding road network.
Toneworks – Lack of solution that might accommodate Fox Brothers.	TDBC	Discussions on going
Tier 4/5 implementation – Joint project	TDBC/WSC	Mindful of need to ensure staff have access to appropriate information in a timely manner

Achievements & successes	TDBC / WSC
Preparation of report on consultation for SADMP and preparation of additional evidence base for proposed published plan (July 2014).	TDBC
Preparation for annual monitor reports on Housing and Employment land availability.	TDBC
Clear the remaining backlog of major planning applications.	TDBC
Improve performance in dealing with Major Planning Applications – target achieved.	TDBC
Deal with volume of applications submitted in response to the CIL implementation date.	TDBC
Successful end of year close down re budgets	TDBC
£46,000 from the Environment Agency re "River Tone Upstream Storage Study"	TDBC
Appeals Allowed. Target – no more than 25%; Actual – 18%. 11 Appeals were decided in Q4 with 2 allowed and 9 dismissed. For the entire year, 20 appeals were decided with 5 allowed and 15 dismissed. The target of no more than 25% of appeals allowed was met.	TDBC

Priority objectives next quarter	TDBC / WSC
Agree next steps for Tone Works and Tonedale sites.	TDBC
Substantive progress on WRR issue.	TDBC