

# Taunton Deane Borough Council

**Executive – 5 December 2012**

**Financial and Performance Monitoring – Quarter 2 2012/2013**

**Joint report of the Performance Lead Officer and Financial Services 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 financial position and the performance of the Council to the end of Quarter 2 of 2012/13 (as at 30 September 2012). The monitoring of the Corporate Strategy, service delivery, performance indicators and budgets is an important part of the overall performance management framework.

The detailed 2012/13 financial position for Quarter 2 is provided in section 2 of this report although a high level summary is also included in the Scorecard (section 3).

The overall financial position for the Council remains under control. The various forecasts for the year show that the Council remains within budget overall, with net underspends being reported.

The current forecast outturn for the financial year 2012/13:

- General Fund Revenue is an under spend of £595,000
- Housing Revenue Account (HRA) is an under spend of £827,950 (before any increase in the budgeted allowance for repayment of capital debt or increased investment in housing standards and growth).

Analysis of the overall performance of the Council reveals that 60% of all performance measures are on target (ie Green alert). This is a slightly worse position compared to the previous quarter (Quarter 1 was 65%) as although there are fewer 'Red' alerts, there are 11 more 'Amber' alerts (indicating *'some concern'* in these areas).

## 2. 2012/13 Financial Position – Quarter 2 Update

### **PART A: REVENUE BUDGETS**

#### **2.1 Introduction**

- 2.1.1 The overall financial position for the Council remains under control. The various forecasts for the year show that the Council remains within budget overall, with net underspends being reported.
- 2.1.2 Members will be aware from previous experience that the position can change between 'in year' projections and the final outturn position. The finance service and budget holders have made significant efforts to improve the budget monitoring process and improve the accuracy of financial forecasts. This is evidenced by a marked improvement in the completion of forecast reports by budget holders. Whilst the improvements are encouraging, there is always a risk that some unforeseen changes could influence the position at the year end, and a number of risks and uncertainty are highlighted in this report. However, the current forecast is considered to be reasonable based on current information.

#### **2.2 Forecast Outturn Summary – General Fund Revenue Account**

- 2.2.1 The purpose of this appendix is to provide an update of potential budget issues.
- 2.2.2 The current forecast outturn for the Council's General Fund services is an under spend of £595k for the financial year 2012/13. A summary of the General Fund Revenue Account budget and forecast for the year is included in **Annex A**.
- 2.2.3 The significant variances to the forecast in this quarter are in the following areas:
- a) **Car Parking Income:** The forecast under recovery of income is estimated at £548k. This is due to further reductions in car park usage during the first six months of 2012/13 compared to last financial year, and forecast parking fines being below budget. It is believed that this is a continuing reflection of the current economic climate, the rising costs of motoring, driver choice, and the availability of the Park & Ride Schemes. Of this, £47k relates to income from the Royal Mail anticipated in the budget that has been delayed.
  - b) **Council Tax Benefit:** The year end outturn position is estimated to be an over recovery by £104k. This is due to the predicted amount of eligible overpayments being different to the original budget estimate. It is worth noting that this is only a 1.5% variance on a gross budget of £6.9m, and that the original budget has been estimated as best as possible on an area that fluctuates significantly based on demand for this scheme.
  - c) **Somerset Waste Partnership:** The forecast year end outturn position is an under spend of £107k. This is due to a number of contributing factors including an under

recovery of income, an under spend on contract costs, and a refund from 2011/12. Some of this under spend may need to be used as additional capital funding (RCCO) for waste bins, but this has not yet been determined.

- d) **Vacancy Factor:** Across the organisation a budget target of £60,500 was set as staff vacancy savings for 2012/13. For Q1 & Q2 a total vacancy saving of £125k has been recorded. This has now been extracted from services creating a saving of £65k. Please note that the amount of vacancy savings that will be achieved during Q3 & Q4 is still uncertain, but further vacancies are likely to increase the surplus in this area.
- e) **Pay Award:** A prudent 1% pay award was built into the staffing budgets for 2012/13. This has now been extracted creating a saving of £69k.
- f) **Interest Payable:** As previously reported, since the budget was approved, the entire external debt has been allocated to the HRA (in line with CIPFA guidance), thus the General Fund is now forecasting to be debt free. This means that an under spend of £226k is forecast. However this may change if the Authority decided to take on any short term loans during this financial year.
- g) **Interest Receivable:** As previously reported, we are currently forecasting to receive more interest on General Fund investments than originally budgeted for by £244k. This has been split into two elements.
  - a. Firstly, £70k is due to the uncertainty around interest rates during budget setting. The Authority has actually received better rates than expected.
  - b. Secondly, £174k is due to the HRA now paying to borrow from the General Fund.

2.2.4 Further information regarding the reported variances to budget and the management action that has been taken, or is planned, is included in **Annex B**.

### **2.3 General Fund Reserves**

2.3.1 The General Fund general reserves balance at the start of the year was £3.337m.

2.3.2 Projected movements in the current year include the approved carry forward of £86k (21 June 2012), the Supplementary Budget transfer to the Capital Programme for the Cremator Replacement Mercury Abatement Project of £113k (11 July 2012), the Supplementary Budget transfer to support the Flood Alleviation Works on the North Curry Moor of £10k (18 July 2012), and the budgeted transfer of £40k to reserves in the Original Budget 2012/13.

2.3.3 The projected balance at the end of the current financial year is £3.168m based on budget approvals, before considering any potential over or under spend in the current year. If the current trend continues on all the budgets above, and the Council takes no further corrective action in the year, the potential under spend of £595k would be

transferred to this reserve – increasing the potential balance to £3.763m by the end of the financial year.

- 2.3.4 This is well above the current minimum balance of £1.25m required in the Council's financial strategy, although Members should note that the Strategic Director/S151 Officer intends to review the minimum reserve balance this year to reflect the increased financial risks faced by the Council.
- 2.3.5 The reserves have been kept deliberately high in view of the ongoing financial pressures faced by the Council and the likely increases in financial risk arising through Localism, Local Government Finance Review, Welfare Reform, and the continuing effects of the wider economy. This "headroom" will provide the Council with some protection from financial risks in the short and medium term. This balance also provides some flexibility to considering funding one off revenue or capital schemes.
- 2.3.6 A summary of the movement in the General Fund Reserves Balance is included in **Annex C**.

## **2.4 General Fund - Risk and Uncertainty**

- 2.4.1 Budgets and forecasts are based on known information and the best estimates of future spending and income of the Council. The income and expenditure of the Council over the financial year 2012/13 is estimated by the budget holders in the Council and then reported through the budget monitoring process. During this process risks are identified which could affect the financial projections but the likelihood and/or amount are uncertain.
- 2.4.2 The following risks have been identified through the Q2 process:
- a) **Earmarked Reserves:** Scrutiny has requested a full and detailed review of the Authority's earmarked reserves by autumn of 2012. This is planned to be presented to Scrutiny in November, and then Executive and Full Council in December 2012. Dependent on the outcome of this analysis, it may transpire that some funds may need to be released. A decision will need to be made as to whether any surpluses are used to (a) fund emerging pressures during the financial year or (b) transfer directly to general reserves.
  - b) **Cemeteries & Crematorium:** There is a possibility that this service will over recover on income as current activity is higher than for the same time last year. However, due to the replacement of the cremators the overtime costs are much higher in order to deal with the increase in demand and consequently offsetting any over recovery if income. This needs further monitoring as the second cremator becomes on-line to assess actual additional income to be received that is not offset by additional costs. This may not be known until Q3.
  - c) **Dog Wardens:** This contract is currently out to tender, therefore there is a risk that the contract price may increase creating a budget pressure. This may result in a consultation to discuss the possibility that this service is brought back in house.

- d) **Concessionary Fares:** There is a creditor accrual for £130k that has been brought forward from 2010/11 for a disputed SCC invoice. If this is resolved as not payable then a surplus variance of £130k will result.
- e) **Planning Fees:** The position regarding Planning Fees has been clarified since this report was issued to Corporate Scrutiny earlier this month. The Fees for Applications, Deemed Applications, Requests and Site Visits Regulations have been agreed in both Houses of Parliament and came into force on 22 November 2012. This has seen Fees increase by 15%. In terms of the implications in the current financial year, this is not expected to impact on the outturn as the Theme Manager proposes to set aside (under delegated powers) any income surplus into a budget to fund the cost of appeals. Appeals costs can vary each year, therefore this proposal will provide some financial resilience for a period of time.
- f) **Audit Fees:** During 2011/12 we under spent on audit fees. There is risk that we may under spend again this financial year as we have not yet received a payment schedule from our new external auditors, Grant Thornton, who started their contract in October 2012.

## **2.5 Forecast Outturn Summary – Housing Revenue Account**

- 2.5.1 The current forecast outturn for the Council's Housing Revenue Account (HRA) is an under spend of £827,950 for the financial year 2012/13, before any increase in the budgeted allowance for repayment of capital debt or increased investment in housing standards and growth.
- 2.5.2 A summary of the HRA revenue budget and forecast for the year is included in **Annex D**.
- 2.5.3 The significant variances to the forecast in this quarter are in the following areas:
  - a) **Interest Payable:** The forecast under spend is estimated to be £928,100 for 2012/13. This is because the actual rate of interest payable rate on the new self-financing loan was not confirmed until after the budget was set, and was eventually obtained at a much lower rate than previously anticipated.
  - b) **Interest Receivable:** The forecast over spend is estimated to be £110,250 for 2012/13, due to receiving less interest on HRA investments than originally budgeted for.
- 2.5.4 However, it is anticipated that this net under spend of £817,850 (subject to any further variances that may arise during the year) is retained and approval sought to reinvest this into the Social Housing Development Fund. This recommendation is proposed as part of the revised HRA Business Plan that was presented to Community Scrutiny on the 6 November 2012.
- 2.5.5 Further information regarding the reported variances to budgeted and the

management action that has been taken or is planned specifically in relation to those is included in **Annex E**. Management are taking action to address the overall position on the HRA with a view to containing spending within the total budget by the end of the financial year.

## **2.6 HRA - Risk and Uncertainty**

- 2.6.1 As with the General Fund, budgets and forecasts are based on known information and the best estimates of future spending and income of the Council. The income and expenditure of the Council over the financial year 2012/13 is estimated by the budget holders in the Council and then reported through the budget monitoring process. During this process risks are identified which could affect the financial projections but the likelihood and/or amount are uncertain.
- 2.6.2 There are no specific risks to the HRA identified through the Q2 process.
- 2.6.3 The Council carries protection against risk and uncertainty in a number of ways, such as insurances and maintaining reserves.

## **2.7 Housing Revenue Account Reserves**

- 2.7.1 The HRA general reserves “working balance” at the start of the year was £1.355m. The projected balance at the end of the current financial year is currently £1.843m taking into account planned transfers to/from reserves within the original budget.
- 2.7.2 This brings the forecast balance into line with the recommended minimum working balance of £1.8m as set out in the HRA Business Plan.
- 2.7.3 A summary of the movement in the HRA Reserves Balance is included in **Annex F**.

## **2.8 Budget Changes**

- 2.8.1 The Original Budget for the year was approved by Full Council on 21 February 2012. The budget requirement for the Council may not remain static for the whole financial year, and officers may request changes to approved budgets during the course of the financial year, either in the form of: transfers to/from general reserves, known as “Supplementary Estimates and Returns” (either General Fund or HRA); or transfers between budgets, known as “virements”.
- 2.8.2 Virements that are above £50,000 in value require Executive approval.
- 2.8.3 There are no new requested virements in either the General Fund or HRA included in this report.
- 2.8.4 There are no new requested “Supplementary Estimates and Returns” in either the General Fund or HRA included in this report.

## **2.9 Earmarked Reserves**

- 2.9.1 Earmarked reserves are finite revenue and capital funds that are held in the Council's Balance Sheet for specific purposes. The funds can be withdrawn over one or more years but do not form part of the Council's Base Budget.
- 2.9.2 The Earmarked Reserves balance at the start of the year was £7.071m. This included £6.597m for General Fund and £0.475m for the HRA.
- 2.9.3 A Summary Statement of Earmarked Reserves is included in **Annex H**. This shows the opening balances and the amounts transferred to and from reserves during the year.

## **2.10 Deane DLO Trading Account**

- 2.10.1 The year end outturn position is estimated to be an under spend of approximately £161k. This is mainly due to a forecast under spend on contractor and agency costs, plus a reduction in Southwest One contract payments due to the return of the budget for Stores Staff to DLO.
- 2.10.2 The DLO is experiencing a number of changes this financial year, including a number of services transferring out of the trading account, the ongoing replacement IT project, and the ongoing relocation project.
- 2.10.3 There are some contract changes that could have an impact on the budget, for example the DLO SCC Grass Cutting contract has been reduced by c.£37k. There are also a number of contracts currently being tendered for that, if won, will have a financial impact on the DLO.
- 2.10.4 Areas of risk and uncertainty include investigations currently been made into a possible under-recovery on the grounds maintenance day works account. However until the investigations conclude it is unknown if this will cause a budget variance.
- 2.10.5 A Trading Account Summary and Reserves Position Statement for the DLO will be included in **Annex I** in the future. The trading account reserves are reported as part of the General Fund Earmarked Reserves balance.

## **2.11 Deane Helpline Trading Account**

- 2.11.1 There are no variances to budget declared at this time by Deane Helpline management.
- 2.11.2 A Trading Account Summary and Reserves Position Statement for the Deane Helpline are included in **Annex J**. The trading account reserves are reported as part of the General Fund Earmarked Reserves balance.

## **PART B: CAPITAL BUDGETS**

### **2.12 Forecast Outturn Summary – General Fund Capital Programme**

2.12.1 The current forecast outturn for the Council's General Fund Capital Programme is Net Expenditure of £5.722m, compared to the budget of £6.634m. The forecast under spend is therefore £0.912m (13.75%) for the financial year 2012/13, which relates entirely to slippage on projects into 2013/14.

2.12.2 A summary of the General Fund Capital Programme budget and forecast for the year is included in **Annex K**.

2.12.3 The forecast variances for the year are in the following areas:

a) **Project Taunton – Castle Green**

It is forecast that £300k of the proposed budget for 2012/13 will need to be slipped into the financial year 2013/14 to fund the second phase of the redevelopment of Castle Green. The second phase involves moving the bus stops from Castle Way, resurfacing of Castle Way and installation of additional planters next to the Mecca building. The second phase is not due to start until the new financial year.

b) **Grants to RSL's**

There is slippage reported on the grants to RSL's capital budget of £272k. This is allocated to an affordable housing scheme which is not due to start until 2013/14 (this could either be Parmin Close or Priory Bridge Road but hopefully Priory Bridge Road will be funded by the Homes and Communities Agency).

c) **DLO System**

The project was due to be finished in 2012/13 with a 'go live' date of 1 April 2013. It is currently estimated that this may slip into June/July 2013. The expectation is that 50% of the budget will be spent in 2012/13 and 50% will be spent in 2013/14. This is only a rough estimate and will be updated once more is known.

d) **Project Taunton – Longrun Meadow Bridge C**

There has been slippage reported on this project of £95k. This is because of environmental and ecological issues that have arisen with the Environment Agency which has delayed the project.

e) **PC Refresh Project**

There has been slippage reported on this project of £45k. This is because there has been a delay in the project due to establishing a new five year rolling programme for the replacement of PC's. The budget will be spent in 2013/14.

2.12.4 Further information regarding the reported variances to budget and the management action that has been taken or is planned is included in **Annex L**.



## **2.13 GF Capital Programme Risk and Uncertainty**

2.13.1 The main areas of risk and uncertainty in the General Fund capital programme are detailed below:

a) **Waste Containers**

There is no variance being predicted against this project for Q2 however this budget has had expenditure ranging from £14k - £75k over the past three years. Work is underway by the Theme Manager and Accountant to get information on a regular basis from the Waste Partnership as it is currently only provided at the year end.

b) **Crematorium Mercury Abatement**

No slippage is being reported on this project at the moment. A profile of spend has been requested but not yet received. There is a risk that an element of the project could slip into 2013/14.

c) **Section106 funded projects**

Budgets need to be created for the s.106 funded projects. The accountant is working with the budget holder to identify the budget allocations needed.

## **2.14 Forecast Outturn Summary – Housing Revenue Account Capital Programme**

2.14.1 The current forecast outturn for the Council's Housing Revenue Account Capital Programme is net expenditure of £5.192m against a budget of £5.5m. This comprises a number of variations across a range of 'Major Works' programmes. There are a number of factors that affect the delivery of capital works and the service is applying a sensible flexible approach in response to prevailing circumstances and opportunities. The Theme Manager proposes to review the overall position for the Programme in Q3 and then clarify which programmes are likely to be subject to Budget Carry Forward at the year end.

2.14.2 A summary of the HRA Capital Programme budget and forecast for the year is included in **Annex M**.

## **2.15 HRA Capital Programme Risk and Uncertainty**

2.15.1 The main areas of risk and uncertainty in the Housing Revenue Account capital programme are detailed below:

a) **Cladding**

This work is subject to structural surveys and possible options appraisal regarding regeneration, which are currently underway. The results of the appraisal are expected within the next month. This may delay final decisions regarding spend.

b) **Fascias and Soffits**

This work is still subject to the procurement process, which is currently underway. It is anticipated that the contract will start later in the year than planned. Therefore costs may be different to the current budget allocation.

**c) DDA Work**

It is anticipated that the expenditure on this project will be increased from the budget amount because there was no spend in 2011/12. Although the work is labelled solely as DDA Work it will be a combination of this, fire safety work and possibly heating improvements to ensure that any Housing shared facilities, such as meeting halls, will be fit for purpose. The increased spend will be funded from existing budgets in the HRA Capital Programme.

**d) Heating**

Consultation with tenants in priority need i.e. with current solid fuel or larger properties with electric heating has produced mixed results with not as much interest as expected. This will result in a variety of solutions (gas installations, electric replacement, piloting air source heat pumps in larger properties, and new energy efficient solid fuel systems). Overall there has not been enough interest to achieve the target number of installations which will impact on spend this year. Consideration is being given to an extension of successful air source heat pumps programme in smaller properties to support this project. The department is also considering a large scale replacement of older electric storage heaters with modern, programmable, thermostatically controlled units where gas-fired heating is not an option. Discussions are now being held with SWOne Strategic Procurement Services to ensure we procure the various works that will be necessary in the most advantageous manner. Any under spend in this area is likely to be used to fund any accelerated work mentioned earlier in the text.

2.15.2 Other comments on HRA capital programme projects:

**a) Air Source Heat Pumps**

Highly successful project to date, competitive successful pricing from tendering and under spends elsewhere in the programme will allow higher number of units to be delivered. This is now being executed on site to maximise the cost advantage that this particular project has been demonstrating.

**b) Bathrooms**

Highly competitive tender price from current contractors will allow a greater number of units than the 200 planned to be delivered. Consideration is being given to extend the contract into the next financial year until such time as it is replaced with the new, longer-term contract planned to commence in the summer.

**c) Windows**

This year will see the completion of our complete programme for the stock to have suitable uPVC double-glazed windows. This work will be complete before the end of the financial year, so it is intended to visit the very earliest properties that had uPVC windows with a view to update them to current levels of heat efficiency and security.

**d) Doors and Door Entry Systems**

It is envisaged, that we shall take full advantage of under spends elsewhere as well as excellent door prices and improved door security to deliver the maximum number of secure doors to our tenants homes and to shared access doors in

blocks of flats. Due to changes to the planned programme arising from the issues described above, requests for appropriate virements will be made in Quarter 3.

**e) Community Alarms**

The project under spent in 2011/12 by £24,320 but this was returned to HRA reserves. The budget holder has advised that this money is still needed in 2012/13 and should have been carried forward. It is suggested that a virement is done from another area in the capital programme – this is to be identified by the theme manager.

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




3.1 The TDBC Scorecard at **Appendix A** contains full details of Quarter 2 performance.

3.2 Scorecard explanation / key:




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

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
	Strategic & corporate objectives categorised in the 7 sections of the scorecard	Key performance indicators (& targets where possible) used to measure the objective.	Red, Amber or Green (see below)	A brief summary highlighting reasons for and issues surrounding the alert reported (see Green, Amber, Red below). Also any known problems that may jeopardise attainment. Where relevant, CMT will provide further information in addressing under performance.

3.3 Key to performance alerts:

	Reasons for alert	Notes
 <b>Green</b>	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.
 <b>Amber</b>	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
 <b>Red</b>	Planned actions are off course	A brief high level summary is included within scorecard.
	Performance indicators will not achieve target	Where the Corporate Management Team consider a Red alert to be a priority issue requiring further detail and explanation, a separate one page information sheet for more detail will be appended to the report

3.4 A summary / overview of the Quarter 2 scorecard (appendix A) is in the table below

Section	No. of measures	 Green	 Amber	 Red	N/A	Trend (from last quarter)
1) Corporate Strategy Aims	18	13 (72%)	3 (17%)		2 (11%)	↓
2) Service Delivery	15	9 (60%)	5 (33%)	1 (7%)		↓
3) Managing Finances	12	7 (58%)	3 (25%)	2 (17%)		↔
4) Key Projects	6	3 (50%)	3 (50%)			↓
5) Key Partnerships	8	6 (75%)	2 (25%)			↑
6) People	6	2 (33%)	3 (50%)		1 (17%)	↔
7) Corporate Management	10	5 (50%)	5 (50%)			↑
<b>TOTALS</b>	<b>75</b>	<b>45 (60%)</b>	<b>24 (32%)</b>	<b>3 (4%)</b>	<b>3 (4%)</b>	↓

**KEY:**

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

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

↔ = No change

3.5 Proposed scorecard review 2013/14

3.5.1 The current corporate performance scorecard was introduced in 2009/10 (Quarter 3) and has remained largely unchanged since then. CMT have recognised the need for a review of the structure and content of the scorecard to better reflect the Council's priorities and to improve the range of services represented. This is now particularly relevant considering the change from the current Corporate Strategy to the new Corporate Business Plan this year.

3.5.2 Once the new Corporate Business Plan is approved (expected at Full Council in January 2013) CMT will conduct a full review of the scorecard and recommended changes will then be discussed with Members in workshops before the end of the financial year 2012/13. It is envisaged that a refreshed corporate scorecard would be implemented from Quarter 1 report 2013/14.

**4. Comments from Scrutiny**

This report was considered by the Corporate Scrutiny Committee on 26<sup>th</sup> November. There were no specific comments or points raised for consideration by the Executive committee.

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

- i) The budget monitoring process has been improved to in turn improve the year end projection. There is always a risk that unforeseen events will change the forecast however the current forecast is considered to be reasonable based in current information
- ii) The economic climate continues to have an adverse impact upon aspects of our revenue budget (mainly car parking income)
- iii) The major variances within the general fund revenue fall within a small number of but significant areas of TDBC (car parking, council tax benefit, waste, pay and interest)
- iv) CMT and managers will continue to monitor the budget position throughout the year.
- iii) The HRA, and both capital programmes are currently predicting no significant issues

**6. Legal Comments**

There are no legal implications in this report.

**7. Links to Corporate Aims**

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

**8. Environmental and Community Safety Implications**

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

**9. Equalities Impact**

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

**10. Risk Management**

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

**11. Partnership Implications**

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

## 12. Recommendations

- 12.1 It is recommended that the Executive Committee review the Council's performance as at the end of Quarter 2, taking corrective action or requesting further information from Theme Managers where necessary.

### Contacts:

#### **Dan Webb**

Performance Lead Officer

[d.webb@tauntondeane.gov.uk](mailto:d.webb@tauntondeane.gov.uk)

01823 356441

#### **Paul Fitzgerald**





Financial Services Manager






[p.fitzgerald@tauntondeane.gov.uk](mailto:p.fitzgerald@tauntondeane.gov.uk)

01823 358680

## 1. CORPORATE STRATEGY AIMS




### Tackling Deprivation & Sustainable Community Development (Aim 1)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.1	<b>Objective 1</b> Focus on Taunton East, North Taunton & Rural Deprivation	Index of Multiple Deprivation (IMD) score	<i>For Info only</i>	IMD data is only published every 3 years - the latest IMD data for 2010 highlights that levels of deprivation within Taunton Deane are worsening (especially North Taunton & Taunton East). <b>Our focus is on the delivery of the 'Priority Areas Strategy' (PAS) programme – see below.</b>
		<b>Actions –</b> Progress against key activities	 Green	The 4 priorities are: 1) Encourage strong, informed & active communities; 2) Improve access to services, information & advice; 3) Improve the lives of our most vulnerable households; 4) Improve the look and feel of the local area. Projects have been identified within each of the 4 priorities – each project has a designated lead (some are the responsibility of TDBC, and others fall to other partners). TDP are currently in the process of developing a robust monitoring regime – it is anticipated that the first monitoring report will be available in December. Elements of this will feed into this scorecard in future. The PAS now includes the Troubled Families programme. The intention is that it will also incorporate the action plan (for Taunton Deane) that is to be developed in support of the Somerset Health & Wellbeing strategy.
	<b>Objective 2</b> 'One-Stop' advice on skills, employment & training	<b>Actions –</b> Progress against key activities	 Green	Vista is successfully delivering Job Clubs as per the Service Level Agreement (SLA). The SLA is due for renewal in March 2013.
		Number of people supported / back to work	 Green	SLA targets – 40 attendances per month (combined); 4 jobs per month; 6 'soft' outcomes (placements, training etc). The project had exceeded its job outcomes target for the quarter, helping 28 people find work. A further 69 people progressed towards employment by undertaking voluntary work and/or a training course
	<b>Objective 3</b> Secure medium term future of N. Taunton & Link Partnerships	Funding & delivery against Service Level Agreement (SLA)	 Amber	Funding for 2012/13 is secure and this is the final year of a 3 year agreement. Future funding has not been agreed, and will be considered by TDBC's new Grants Panel as well as potentially through partner (TDP) contributions. The content of the SLA is currently being renegotiated between TDBC, TDP, and the Link/Resource Centres in order to agree measurable outcomes and clarity on the roles and responsibilities of the respective organisations.




Regeneration (Aim 2)				
Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.2	<b>Objective 4</b> Facilitate the creation of a leading Green Knowledge economy	<b>Actions –</b> Progress against key activities	 Green	<ul style="list-style-type: none"> <li>The Taunton stage of the Olympic Torch relay was delivered successfully – lessons learned document produced and distributed amongst key partners</li> <li>Proactive programme of events &amp; PR for local businesses is on-going and award of 7 business grants during 2012/13. Currently preparing a business support strategy to focus TDBC resources</li> <li>The new Ec Dev &amp; Regeneration team (including Project Taunton) is designing a new inward investment marketing &amp; fulfillment programme (aiming for launch November 12)</li> <li>Engagement with the Hinkley supply forum and individual potential suppliers is on-going to encourage Taunton Deane businesses to benefit from Hinkley supply opportunities</li> <li>Programme of public events and activities currently underway on Castle Green every weekend on the run-up to Christmas. Extensive support being given to Cllr Kelly Durdan for “<i>Make Taunton Sparkle</i>”</li> <li>Business Improvement District (BID) proposal for Taunton town centre was rejected by businesses at end March 12 – the Town Centre Company is working towards a further BID proposal which will be the subject of a ballot around mid 2013</li> <li>Recruitment of part-time Lead and apprentice posts due to be resolved in November</li> </ul>
		Businesses benefiting from Ec Dev funded events & services	 Green	During 2012/13 approx 168 businesses have been supported since April. The target is to benefit approx 100 businesses during the year.
	<b>Objective 5</b> Facilitate Housing growth	<b>Actions –</b> Progress against key activities	 Green	The Core Strategy was formally adopted in September 2012 (however it is currently subject to pending legal challenge). Officers are in the process of preparing an Issues and Options Plan which will outline further site allocations (report going to Community Scrutiny 6 <sup>th</sup> November).
		Net additional homes provided	N/A	<b>The target for 2012/13 = 700 dwellings</b> (Data is only available annually). We are unable to provide an estimate of either completions to date or anticipated completions until the SHLAA review has been published (Dec 2012). Initial informal projections indicate that the target is unlikely to be met this year.
		Supply of ready to develop housing sites	 Green	<b>Target = 5 year supply</b> of housing land within the Borough. The Core Strategy Inspector found a <b>marginal supply of 5.24 years</b> . This figure provides only limited headroom above requirements. The SHLAA will be published in Dec 12 and provide an update.
	<b>Objective 6</b> Deliver Infrastructure	<b>Actions –</b> Progress against key activities	 Amber	TDBC has adopted an interim policy on Planning. The council has published its preliminary draft Community Infrastructure Levy (CIL) charging schedule. The document will be subject to formal representation & examination in early 2013 (adopted by early 2013/14). There is still considerable work required to ensure that CIL is implemented following receipt of the Inspector’s report.










**Affordable Housing (Aim 3)**









Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.3	Objective 7 Making homes more affordable	Actions – Progress against key activities	 Green	<ul style="list-style-type: none"> <li>Affordable Housing Development Partnership is continuing to facilitate the delivery of affordable housing in the borough. The partners are actively working on a range of housing schemes</li> <li>Work is underway to develop the affordable housing supplementary planning document</li> <li>The extra care scheme, Parmin Close, was offered to all Partners with Knightstone as the successful applicant. Full funding is now available and the planning application being progressed.</li> </ul>
		Target of 200 affordable homes delivered	 Amber	<p><b>2012/13 pipeline currently shows 208 homes, with 59 completions to date.</b> All pipeline schemes currently on target to complete by 31 March 2013, but majority fall in Qtr 4 and scheme slippage could occur. The 2012/13 affordable housing target is 200 units.</p>
		% of non-decent council homes	 Green	<p><b>0.07% were non decent as at end Sept 2012</b> Target = max 0.5% (25 properties)</p>
		Somerset West Private Sector Housing Partnership  Objective: Better standards and interventions in the private sector stock, by improving housing conditions	Measure	Quarter 2 - cumulative performance 2012/13
			Energy efficiency measures	125 actual year-to-date (Annual target = 220). Above target – demand driven
			No of private sector homes improved to Decent Homes	21 made decent Annual Target = 10 completed applications Above target due to Accreditation programme
			No of empty properties brought back into use	27 empty properties brought back into use (Annual Target 55).
No of statutory Disabled Facilities Grants approved & implemented	25 completed + 18 approved Annual Target = 78 completed applications			
No of statutory housing standards interventions (enforcement activities)	40 Houses in Multiple Occupation (HMO) inspected (Annual target = 90) 44 statutory housing interventions (Annual target = 150)			

**Climate Change (Aim 4)**






















Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.4	<b>Objective 8</b> Meet TDBC's & partner organisation's internal climate change commitments	<b>Actions –</b> Produce and implement Carbon Management Plan (CMP)	 Green	<ul style="list-style-type: none"> <li>An updated CMP for 2012/13 (containing 41 actions) was reported to and adopted by the Executive 20 June – a half yearly progress report is due in Jan 2013</li> <li>Between 22 June and 01 Oct 2012, Solar PV on Taunton Pool has already generated 12,000kWh of electricity and an income of £2,600 to the Council.</li> <li>DLO has bought 8 Kia Rios (88mpg) and 13 hybrid vans that will replace less fuel efficient vehicles</li> <li>Scoping of energy efficiency measures proposed by Schneider Electric in progress. Schneider have produced detailed energy audits for all large leisure sites and Deane House. The scheme would be based on 'pay as you save' where the company invests in the infrastructure, training and other initiatives and the Council / Tone repays a 'rental' fee over 7 years after which we own the infrastructure. The headline findings from Schneider are £400k capital costs resulting in £107k energy savings with an overall rental of £71k per annum. A formal report to Councillors / CMT will be prepared at the end of the scoping process. Anticipated report to Scrutiny February 2013</li> </ul>
		3% reduction in CO2 by Mar 13	N/A	Most recent data is from 2011/12: <ul style="list-style-type: none"> <li><b>Carbon savings = -2.1%</b> (2011/12 TDBC sites and Tone Leisure sites combined)</li> <li>TDBC sites: -6.2% / Tone Leisure sites: +3%</li> <li>Tone Leisure increases due to a number of factors including a management restructure during which there was a loss of focus on energy consumption. Tone will address this through installing smart meters at all sites and sub-meters to capture energy use in specific areas in Oct 2012. This will allow Tone to address any energy wastage imminently. The Tone leisure sites are also the main focus of the energy efficiency measures proposed by Schneider Electric.</li> </ul> An Information Report on the 2012/13 year-to-date data will be produced in January
	<b>Objective 9</b> Work with communities to reduce carbon emissions across the Deane	<b>Actions –</b> Progress against key activities	 Green	<ul style="list-style-type: none"> <li>Taunton Deane Partnership has agreed the setting up of working groups to coordinate the development of a Carbon Management &amp; Energy Resilience Strategy for Taunton Deane. Scoping workshops with community stakeholders were held in January &amp; July. 4 working groups are now operational. Officers currently working on compiling a directory of all services available to general public, producing a draft strategy and website. All Stakeholders to reconvene in January 2013. Strategy to be completed Dec 2013.</li> <li>A workshop for Councillors on Sustainable Construction was held in partnership with Building Control in Sept 2012</li> </ul>
	Per capita CO2 emissions in TD area	 Green	Latest data published in Sept 12 showed a <b>9% reduction</b> from 2005 to 2010 in Taunton Deane. At 5.9 tonnes per head, Taunton Deane is 8% better than the South West average, and 11% better than the UK average.	

2. SERVICE DELIVERY							
Excellent services - Customer driven - A dynamic organisation - Local focus							
Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS			
2.1	Ensuring development proposals are dealt with positively, with an emphasis on quality outcomes Delivering the Development Management Service aims	Planning Applications Speed of Processing	 Amber	Type	Quarter 1	Targets	Comments
				a) Large-scale major	33.3%	65%	3 large-scale major with 2 over 13 week due to significant S106 agreements
				b) Small-scale major	85.7%	65%	
				c) Minor	84.5%	75%	
		d) Other	90.1%	85%			
	% of appeals allowed against the authority's decision	 Amber	<b>Quarter 2 = 33% (target max 25%)</b> Total number of Appeals to date = 3 with 1 allowed It can be seen as a positive sign that fewer Applicants have actioned their right to appeal and have accepted our reasons for refusal				
2.2	Safeguarding the health, safety & welfare of everyone in the Borough Delivering the aims of the Environmental Health Service	Satisfaction with EH regulatory services	 Green	<b>Quarter 2 = 97% (target = 75%)</b> Satisfaction of EH regulatory services countywide			
		Food Safety compliance	 Green	<b>Quarter 2 = 87% (target = 80%)</b> Food establishments in the area which are broadly compliant with Food Hygiene Law and therefore have a National Food Hygiene Rating of 3 or above			
		Food Inspection	 Red	<b>Quarter 2 = 46% (125 done/274 due) (Target = 100%)</b> This is off target at this stage but will be rectified during quarters 3 and 4 as a result of staff complement returning. The percentage of high risk food safety inspections carried out that should have been carried out' (include all A-C rated premises and unrated)			
		Environmental Protection Team reactive tasks	 Green	<b>Quarter 2 = 92% of total service requests responded to in target time</b> (service requests; pest control, dog matters not warden, noise, odour, drainage, air, pollution, public health)			
		Licensing applications	 Amber	<b>Quarter 2 = 93% (target = 95%)</b> 622 applications in total since April, all except 46 processed within 14 days. This indicator is slightly off target due to a heavy summer of events which have required licensing input and attendance combined with annual leave periods. It is anticipated that this will be back on track by year end.			







As at: 28/11/2012 **TDBC SCORECARD Q2 2012/13** (Appendix A – Executive committee 5 Dec 2012)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS																																			
2.3	<b>Delivering customer driven services</b> To deliver customer focussed services, achieving high levels of customer satisfaction.	Calls resolved at 1 <sup>st</sup> point of contact	 Green	<b>Quarter 2 actual = 95.1%</b> (Target for Contact Centre 92 %)																																			
		Calls answered within 20 seconds	 Green	<b>Quarter 2 actual = 80.83%</b> (Target 80%) (6,855 out of 35,763 calls answered waited longer than 20 seconds)																																			
		Calls abandoned	 Green	<b>Quarter 2 actual = 4.32%</b> (Target <5%) (1,615 calls out of a total of 37,378 calls offered abandoned)																																			
		Complaints measures -10 day response - % Complaints upheld	 Amber	<table border="1"> <thead> <tr> <th></th> <th colspan="2">Total no. complaints</th> <th colspan="2">% 10 day response</th> <th colspan="2">% upheld</th> </tr> <tr> <th></th> <th>Q2</th> <th>Q2 last year</th> <th>Q2</th> <th>Q2 last year</th> <th>Q2</th> <th>Q2 last year</th> </tr> </thead> <tbody> <tr> <td>TDBC</td> <td>37</td> <td>34</td> <td></td> <td>68%</td> <td></td> <td>38%</td> </tr> <tr> <td>SWP</td> <td>1</td> <td>11</td> <td></td> <td>91%</td> <td></td> <td>63%</td> </tr> <tr> <td><b>Total</b></td> <td><b>38</b></td> <td><b>45</b></td> <td><b>76%</b></td> <td><b>73%</b></td> <td></td> <td><b>44%</b></td> </tr> </tbody> </table>		Total no. complaints		% 10 day response		% upheld			Q2	Q2 last year	Q2	Q2 last year	Q2	Q2 last year	TDBC	37	34		68%		38%	SWP	1	11		91%		63%	<b>Total</b>	<b>38</b>	<b>45</b>	<b>76%</b>	<b>73%</b>		<b>44%</b>
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Benefits Service: Time to process new claims	 Green	<b>Quarter 2 actual = 21.32 days</b> (Target = 22 days) (Q2 last year 2011/12 was 19.16 days)																																					
Landlord Services – satisfaction with repairs	 Amber	<b>97.6% satisfied overall with the repairs service</b> (Target = 98%) (Survey results 16-27 <sup>th</sup> July) Specific issues have been raised by tenants in the survey return, these are being discussed with the relevant department.																																					
2.4	<b>Ensuring the Borough is a clean and attractive place to live, work &amp; visit</b> Delivering Parks, Street Cleansing, Highways & Transport Services that are high quality & cost-effective	Fly tipping – grade will not be known until final quarter	 Green	<table border="1"> <thead> <tr> <th>Type</th> <th>Q2 results</th> <th>Targets</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>Fly-tipping 309 incidents</td> <td>Grade 2 (estimate) = 'effective'</td> <td>Grade 2</td> <td>Fly tipping incidents have increased slightly over Q1 and remain at a higher level than in 2010/11 prior to the reduced opening hours being put in place at the civil amenity site. The grade is made up the number of incidents and the number of actions taken.</td> </tr> </tbody> </table>	Type	Q2 results	Targets	Comments	Fly-tipping 309 incidents	Grade 2 (estimate) = 'effective'	Grade 2	Fly tipping incidents have increased slightly over Q1 and remain at a higher level than in 2010/11 prior to the reduced opening hours being put in place at the civil amenity site. The grade is made up the number of incidents and the number of actions taken.																											
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Quality assurance accreditation / Awards	 Green	The results of the Taunton in Bloom judging have been awarded and Taunton has received a Large Gold locally and a Silver Pennant at national level, despite the various cuts to both TDBC services and SCC functions.																																					

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

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS		
3.1	<b>Budget monitoring</b> To control spending within approved budget total for the year	<b>General Fund Revenue</b> within 0.5% =  0.5 – 2% =  over 2% = 	 Red	<b>2012/13 Forecast Outturn as at Quarter 2 = under spend of £595k (=5.1%) against budgeted net expenditure of £11.596m.</b> There are various under and over spend variances leading to the net forecast position. This comprises a net under spend of £100k on services (the most significant factors include Off- and On- Street Car Parking, Somerset Waste Partnership, and Council Tax Benefits) and a net under spend of £464.8k on other operating costs (mainly net interest costs). Further information is provided in appendix B of this report.		
		<b>General Fund Capital</b> within 2% =  2 – 3.5% =  over 3.5% = 		 Green	<b>2012/13 Forecast Outturn as at Quarter 2 = no variance to be reported (excluding slippage). Slippage of £912k into 2013/14 reported. Forecast spend of £5.722m in 2012/13 against a budget of £6.634m.</b> Slippage reported on Grants to RSL's, DLO System, PC Refresh Project, Project Taunton Castle Green, and Project Taunton Longrun Meadow Bridge C. Further information is provided in appendix B of this report.	
		<b>Housing Revenue (HRA)</b> within 0.5% =  0.5 – 2% =  over 2% = 			 Green	<b>2012/13 Forecast Outturn as at Quarter 2 = no variance to be reported against budgeted net expenditure of £0.488m.</b> Although there are significant variances reported on net interest costs, these are being managed as part of the HRA Business Plan review, and hence why no variance is being reported here. Further information is provided in appendix B of this report.
		<b>HRA Capital</b> within 2% =  2 – 3.5% =  over 3.5% = 				 Green
3.2	<b>Reserves</b> To maintain an adequate reserve (based on financial risk analysis)	<b>General Fund reserve</b> >£1.25m =  £1 - £1.25m =  <£1m = 	 Green			
3.3	<b>Next year's budget gap</b>	A balanced budget 2013/14		 Amber		




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

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS							
3.4	Debt collection	Council Tax Target = 97.8%	 Green	<b>Quarter 2 actual = 63.55%</b> <b>2012/2013 forecast = 97.80%</b> (Q2 last year 2011/12 was 63.53%)							
		NNDR Target = 98.4%	 Amber	<b>Quarter 2 actual = 60.01%</b> <b>2012/2013 forecast = 98.40%</b> (Q2 last year 2011/12 was 64.55%) The economic downturn is affecting our ability to recover outstanding business rates. We are up to date with recovery action. We are assisting businesses with extending the instalment arrangements from 10 to 12 and this has impacted on cash collected in comparison to previous years at the end of Q2.							
		Housing Rent Target = 98.3%	 Green	<b>Quarter 2 = 96.62%</b> <b>2012/2013 forecast = 98.3%</b> (Q2 last year 2011/12 was 96.59%) This is a cumulative target and is a slight improvement on the same period last year. The team have worked exceptionally well to achieve this despite an unusually high level of staff absence.							
		Sundry Debts position  In SAP only*	 Amber	<table border="1"> <thead> <tr> <th></th> <th>End of Quarter 2 (as at 1 Oct 2012)</th> <th>Last year (as at 1 Oct 2011)</th> </tr> </thead> <tbody> <tr> <td><b>Outstanding debt</b></td> <td><b>£1.99m</b></td> <td><b>£3.58m</b></td> </tr> <tr> <td><b>Aged debt over 90 days old</b></td> <td><b>£1.02m</b></td> <td><b>£2.14m</b></td> </tr> </tbody> </table> <p>Both the total outstanding debt and the proportion of outstanding debt over 90 days continues to reduce and both show significant reductions on the corresponding times in 2011 which in turn showed a significant improvement on the 2010 position. Work is currently underway to reorganise sales offices under new divisions to make it easier for business support teams to identify all of their debts under a single Aged Debt report rather than having to run several, which runs the risk of overlooking some debts. Themes appear to be continuing to give more focus to their debts which is playing a significant role in reducing the level of outstanding debt</p>		End of Quarter 2 (as at 1 Oct 2012)	Last year (as at 1 Oct 2011)	<b>Outstanding debt</b>	<b>£1.99m</b>	<b>£3.58m</b>	<b>Aged debt over 90 days old</b>
	End of Quarter 2 (as at 1 Oct 2012)	Last year (as at 1 Oct 2011)									
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<b>Aged debt over 90 days old</b>	<b>£1.02m</b>	<b>£2.14m</b>									
3.5	Benefits subsidy	To achieve 100% subsidy	 Green	<b>Projection for 2012/13 = 100%</b> (by remaining in the lower threshold for LA error overpayments)							
3.6	Procurement Transformation Project Ensure TDBC realises benefits of the various	Value of Procurement Savings against target	 Red	This is red as procurement savings continue to be well behind the original projection made in 2007. It is very unlikely the originally forecast £10m in procurement savings will be materialise during the lifetime of the Sw One contract and consequently it is unlikely this alert will change from the red status. <u>Position at 31st August</u> (latest official published report) - £2.7m savings have been signed-off to date which have delivered savings at 31st Aug of £1.5m, the remainder will be delivered during the lifetime of the contracts to which the savings relate.							

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	transformation projects			<p>Two additional procurement savings initiatives, with a total value of £190k are currently progressing through the sign-off process and will take signed-off initiatives very close to the £3m mark.</p> <p>We have secured payment of a true-up amount (just over £400k) from Sw One /SCC under the terms of the Sw One contract. This is a retrospective reduction against the sum TDBC paid Sw One Procurement transformation project.</p> <p>Ian Conner provided a procurement update report to Corporate Scrutiny on 19th July (agenda item 7).</p> <p>We are working with Sw One to refresh the likely projection of procurement savings over the remainder of the Sw One contract.</p>
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## 4. KEY PROJECTS






Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
4.1	<b>DLO transformation project</b>	To deliver the specified benefits (financial and non-financial) of the DLO transformation	 Green	The transformation plan was approved by Full Council on 16 Aug 2011 and is on course to deliver above and beyond the specified benefits.  Progress is overseen by the DLO Transformation Members' Steering Group
4.2	<b>New Swimming Pool</b> <i>To deliver a new Swimming Pool for Taunton at Blackbrook Sports Centre; to refurbish and modernise Station Road Pool as well as decommission St James Street Pool. (As per recommendation of T&amp;F Review)</i>	Fully costed business case to councillors on whether to proceed with the project and which options to adopt.  A sustainable and affordable option for the Council that can be funded at an acceptable ongoing cost.  Delivery of all objectives in a timely and cost-effective manner	 Amber	<ul style="list-style-type: none"> <li>• Further delays in project could cause significant additional costs to maintain St James Street Pool. IMPACT: Capital Costs to the Council</li> <li>• Business Modelling needs to be robust and prudent to ensure Council is not left with additional financial burdens in future:</li> <li>• Programming of projects is critical to minimize disruption to existing customers and loss of income to Tone (and potentially a cost to TDBC)</li> <li>• The need to demonstrate whether a complimentary commercial activity (Spa) is 'right' for the project and whether it can make the project cost-neutral to the taxpayer.</li> <li>• A range of issues need to be resolved to take the business case forward including options appraisal of borrowing options, VAT, delivery and procurement options.</li> <li>• Lack of political alignment over how to progress project could result in loss of confidence by the Tone Board and unwillingness to invest monies at risk.</li> <li>• A successful bid to the Sport England fund (separate to this project) for refurbishment of Station Road Pool will require a significant match-funding commitment of capital reserves from the council that could impact on funding for the overall project.</li> </ul>
4.3	<b>Welfare &amp; Finance Reform</b>	Local Council Tax Support (CTS) scheme	 Amber	<p><b>Objective - affordable Local Council Tax Support (CTS) scheme agreed by TDBC prior to Government deadline of 31st January 2013</b></p> <p>Briefing paper issued to group leaders 18th October about the recent Transitional Grant announcement.</p> <p>Proposed CTS scheme discussed at Corporate Scrutiny 25th October 2012. Unanimous support for recommendations. Further paper going before Executive 14 November 2012. LGFA 2012 now received Royal Assent (01.11.2012).</p> <p>Some concern that regulations not available and financial settlement not known. Also concern that '11th hour' amendments may be introduced internally or externally. Time pressure to get our CTS rules finalised (134+ pages) in time for FC report submission also a concern.</p>






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	<b>Welfare &amp; Finance Reform</b>	Technical Changes of Council Tax (empty properties, 2 <sup>nd</sup> homes)	 Green	<p><b>Objective - new flexibilities surrounding Council Tax on empty properties and second homes considered and suitable policy for TDBC approved by Full Council in December 2012, to bring in additional revenue and support corporate ambition of bringing empty properties back into effective use</b></p> <p>Progressing according to timetable. No particular issues of note at this point. Unanimous support for recommendations. Further paper going before Executive 14 November 2012.</p>
	<b>Welfare &amp; Finance Reform</b>	Business Rate Retention - TDBC readiness for new regime	 Amber	<p><b>Objective – To understand impact on 2013/14 budget setting and MTFP. To understand impact of pooling and for informed decision to be made whether to be included or not within a Somerset Pool by the Government imposed deadline.</b></p> <p>Impact on budget setting not yet fully understood due to absence of clear figures from Government concerning our rate baseline. This uncertainty is the principal reason for the amber status.</p> <p>Pooling MOU drafted and agreed by CEO's of S151's of all 5 districts and SCC. TDBC GL's supportive of the pool. Polling submission submitted to CLG by deadline of 9 November 2012.</p>
<b>4.4</b>	<b>New Corporate Business Plan</b> (clear ambitions, plans & priorities - deliverable & affordable)	Full Council approval of a new 3 year plan (by Dec 2012)	 Green	<p>The new corporate business plan is currently being drafted, and has been informed by the Members' survey and workshops in July-August, and the LGA Peer Review in September.</p> <p>The draft business plan will be considered by Corporate Scrutiny 22 November.</p>

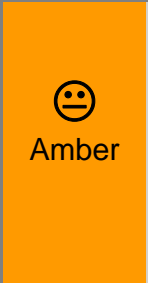

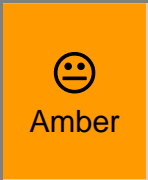


## 5. KEY PARTNERSHIPS

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS				
5.1	Southwest One	Efficient delivery of in-scope services (basket of KPIs)	 Green	<b>Key Performance Indicators – Quarter 2 (2012/13)</b>				
					<b>No. of indicators</b>	<b>No. of times measured in Q2</b>	<b>No. on Target</b>	<b>% on target</b>
				Monthly	13	13	13	100%
				Quarterly	9	9	9	100%
				Annually	21	0	0	-
Total	43	22	22	<b>100%</b>				
			<b>Quarter 2 KPI failures ☹️</b>		<b>Quarter 2 Successes 😊</b>			
			No KPI failures to report for Q2		All SWOne services have achieved contracted KPI targets.			
		Progress against key business objectives	 Green	All SWOne Service Development Plans (SDPs) are agreed and in the progress of being delivered through this financial year.				
5.2	Tone Leisure 'More people, more active, more often'	Target 1% increase in total leisure visits	 Green	<b>Q2 usage for 2012-13 shows a 2% growth on the same period last year.</b> Despite the distraction of the 'Summer of Sport' and in particular the Olympics and Paralympics this growth is very encouraging. It should be noted that Swimming usage was 11% up on the same period last year with over 6000 more swimming admissions.				
		Progress against Tone Leisure key business objectives	 Amber	Tone Leisure continues to operate in a challenging economic climate. At the half year stage the company is forecast to make a small surplus at the year end, which is extremely positive. During Quarter 2, the Health and Fitness membership position grew by 171 heads, Swimskool numbers have reached their highest ever level and the High Ropes course enjoyed very strong visitor numbers over the summer holiday period. Despite this there are areas for the company to work on in the second half of the year particularly around events, golf, energy management and continuing to focus on service standards. Tone Leisure's 6-monthly performance report went to Community Scrutiny 6 <sup>th</sup> Nov				
5.3	<b>Somerset Waste Partnership</b> To increase participation in the	% of household waste sent for reuse, recycling & composting	 Green	<b>Quarter 2 = 48.1%</b> (Target = 45.4%)  (Quarter 2 last year 2011/12 was 47.2%)				









As at: 28/11/2012 **TDBC SCORECARD Q2 2012/13** (Appendix A – Executive committee 5 Dec 2012)

	recycling service through promotion and enforcement	Residual household waste	 Green	<b>Quarter 2 = 97 kg per household (Target = 380 kg per household)</b> (Quarter 2 last year 2011/12 was 102 kg per household)
		Progress against key business objectives	 Green	Both measures above are quite positive versus target and versus same time last year. Q2 is traditionally a "heavy" quarter for recycling and composting (with overall tonnages dipping in the winter, in large part due to reduced green waste composting), however it is pleasing to note that residual tonnages per household are a little down on the previous year.
5.4	<b>South West Audit Partnership</b>	Target min 90% of 2012/13 Audit plan delivered	 Amber	<b>67% of planned audits as at end of Quarter two were completed or are at draft report</b> (please note would be 100% under previous year's definition)  There were a total of 21 reviews planned for quarters one and two. 14 are complete or at draft and a further 3 reviews where the work has been completed for Audit Manager review before the draft reports are released.







## 6. PEOPLE (Human Resources)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
6.1	<b>Staff Sickness</b> Reduce sickness absence through strong absence management, revised policies & procedures, & training	Target = 8.5 working days max lost per FT employee	 Amber	<b>Quarters 1 and 2 actual = 4.93 days</b> <b>2012/13 forecast = 9.86 days</b> (Q1 and Q2 last year was 4.35 days)  The 'Amber' alert is based on the historical records that show sickness is lower in the first half of the year of the financial year and the comparison with last year is a cause for concern. SW1 have completed the Wellbeing and Sickness Absence Action Plan for review by CMT and launch through Leads
6.2	<b>PRED / Training Plans</b> Maintain effective performance management of people and establish & deliver development needs	100% completion of PREDS	N/A	Theme 1 are 50% up-to-date Theme 2 are 100% up-to-date Theme 3 are 0% complete but all scheduled in diaries Theme 4 are 89% complete and remaining scheduled in diaries
		100% completion of Learning & Development plans	 Amber	Only 1 service has not yet completed a Learning & Development plan –SW1 L and D staff are addressing this with Economic Development & Regeneration service plan and will also be assisting all Theme Managers in the production of the 2013/14 plans.
		100% delivery of 'essential' training activities (corporate training plan)	 Amber	100% delivery of all requested training interventions. Several aspects of the plan will be reconsidered following approval of the new Corporate Business Plan.
6.3	<b>Staff Turnover</b>	Target 12% (voluntary leavers as % of staff in post)	 Green	<b>Total turnover = 9.47% Voluntary turnover = 4.55%</b> Early retirement / redundancy = 0.36% Ill-health retirement = 0.18% Other (End of contract/ dismissal) = 0.9% TUPE = 3.46% The overall turnover result has been significantly altered by the TUPE transfer of Car Parking staff in mid June 2012.
6.4	<b>Improve Staff Satisfaction</b>	Results from staff survey / resulting action plan	 Green	Staff Survey Action Plan has been drafted following feedback from Leads at meeting on 28 <sup>th</sup> June 2012 and will now be launched.

## 7. CORPORATE MANAGEMENT

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
7.1	<b>Corporate Governance Action Plan</b> Deliver the action plan, focussing on high priority areas	Deliver 95% of High priority Actions, and 80% of Medium priority actions by target dates	 Amber	The most recent report of all <i>External</i> audit recommendations was in June, and showed that 76% of all 21 actions were on track (67% of High Priority actions). Work is underway to better understand the status of all <i>Internal</i> audit recommendations. A recent report produced by SWAP indicated that there are currently 218 actions, of which: Priority 4 / 5 = 57 actions (26%) Priority 3 = 125 actions (57%) Priority 1 / 2 = 36 actions (16%) Officers responsible for these actions will be asked to provide progress updates during November, with a report going to Corporate Governance committee 19 <sup>th</sup> December.
7.2	<b>Audit &amp; Inspection</b> Ensure that statutory Audit & Inspection obligations are met	Internal audit findings	 Amber	2012-13 Internal Audit Work: In relation to quarters one & two there were 21 reviews. The following audit assessments were reported in respect of these audits where complete or draft (draft reports could be subject to change):  Comprehensive assurance = 0  Reasonable assurance = 5  Partial assurance = 4  No assurance = 0 Non-Opinion = 1 Follow-up Audit work = 4 Internal Audit (SWAP) reports quarterly on audit plan progress, assurance levels and priority recommendations to the Corporate Governance Committee (next report due December 2012).
		2011/12 Final Accounts unqualified	 Green	The 2011/12 accounts received an unqualified opinion
7.3	<b>Equalities &amp; Diversity</b> Develop practices & policies based on Equalities Framework for Local Govt	Council reports including Equality Impact Assessments (EIA) (Target 100%)	 Amber	Reports to the Executive that should have had an EIA attached or contained a full summary that did = <b>89%</b> (8/9 reports).

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7.4	<b>Risk Management</b> To ensure major risks are managed by embedding Risk Mgt Strategy	Delivery of RM Strategy & Policy & Procedures	 Green	The corporate risk register was reviewed by CMT in September and a report of corporate risk management was taken to the Corporate Governance committee 24 Sept. A corporate risk management action plan is in place and is on track. A recent internal (SWAP) audit on risk management in major projects was assessed as 'Reasonable assurance'.
7.5	<b>Value for Money / Benchmarking</b> To ensure that Services provide excellent value for money	Council Tax charges – in lowest quartile	 Green	TDBC remains in the lowest quartile in 2012/13 (compared with all English Districts).  <i>Council Tax average band D tax bill - amount paid to local services (excluding parishes)</i>
		Target efficiency savings at areas with poor VfM	 Green	The Audit Commission's Annual Governance Report (2011/12) includes the 'value for money conclusion', and was reported to the Corporate Governance committee 24 Sept – an unqualified conclusion was issued stating that TDBC has ' <i>proper arrangements to secure economy, efficiency and effectiveness in out use of resources</i> '. Work will continue to understand 'value for money' and develop benchmarking to support decisions in allocating resources as part of the corporate business planning process.
7.6	<b>Asset Management</b> Develop the Council's Asset Management arrangements	Implementation of Asset Mgt Plan (AMP)	 Green	Condition surveys have been completed and programme prepared to address priority items within budget available. A draft Asset Management Plan for 2013 – 16 will be presented to Scrutiny Committee this year.
		Target 70% of maintenance spend planned	 Amber	As the budgets are managed by different people it is difficult to target funds in this way. Also limited budgets do not allow for the necessary expenditure to be committed to planned projects
7.7	<b>Health &amp; Safety</b> To raise the standard of Health & Safety knowledge & performance	Delivery of H & S Action Plan	 Amber	The consolidation and compliance audit has started with interviews and audit planning sessions with the Directors and Theme Managers. The audit process has been well received and has provided additional motivation to address potential weaknesses within our management system as identified in the TDBC H&S Priorities Plan.

## ANNEX A

## GENERAL FUND REVENUE ACCOUNT SUMMARY 2012/13

	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	
<b>Service Portfolios</b>					
Community Leadership	1,103	1,212	1,225	13	
Corporate Resources	1,238	1,065	860	(205)	
Economic Development, Asset Management, Arts & Tourism	1,162	1,230	1,237	6	
Environmental Services	4,509	4,351	4,193	(157)	
General Services	1,227	1,425	1,277	(148)	
Housing Services	2,572	2,562	2,580	18	
Planning, Transportation & Communications	(1,095)	(1,075)	(636)	439	
Sports, Parks & Leisure	2,584	2,533	2,597	65	
<b>Net Cost of Services</b>	<b>13,301</b>	<b>13,303</b>	<b>13,334</b>	<b>31</b>	<b>0.23%</b>
<b>Other Operating Costs and Income</b>					
Deane Helpline Trading Account	77	88	88	0	
DLO Trading Account	(101)	(101)	(262)	(161)	
Interest Payable and Debt Management Costs	264	239	13	(226)	
Interest and Investment Income	(67)	(71)	(315)	(244)	
Council Tax Freeze Grant	(277)	(278)	(278)	0	
New Homes Bonus Grant	(1,040)	(1,040)	(1,040)	0	
Parish Precepts & Special Expenses	530	530	530	0	
Transfer to/(From) Earmarked Reserves	309	277	297	20	
Capital Expenditure Funded from Revenue (RCCO)	330	380	380	0	
Repayment of Capital Borrowing (MRP)	664	664	650	(14)	
Transfers to Capital Adjustment Account	(2,434)	(2,434)	(2,434)	0	
<b>Total Other Costs and Income</b>	<b>(1,744)</b>	<b>(1,746)</b>	<b>(2,372)</b>	<b>(626)</b>	<b>35.87%</b>
<b>NET EXPENDITURE BUDGET BEFORE FUNDING</b>	<b>11,557</b>	<b>11,557</b>	<b>10,962</b>	<b>(595)</b>	<b>-5.15%</b>
Formula Grant and Council Tax Income	(11,596)	(11,596)	(11,596)	0	
Net (Surplus)/Deficit for the Year	(40)	(40)	(635)	(595)	
<b>Met by Transfer to (from) General Fund Balance</b>	<b>40</b>	<b>40</b>	<b>635</b>	<b>595</b>	

**ANNEX B**

**GENERAL FUND REVEUE ACCOUNT FORECAST VARIANCES TO BUDGET 2012/13**

Item No.	Portfolio	Theme	Cost Centre Description	Forecast outturn variance as at Q2	Variance explanation	Management Action
1	COR	T1a	NNDR Collection	£18,700	Over spend relates to discretionary rate relief paid in arrears exceeding approved budget.	None available due to nature.
2	PTC	T1a	Off-Street Parking	£548,400	<p>Parking Charges - The forecast under recovery of daily ticket sales income is estimated at £332k. This is partly due to delayed implementation of an element of the agreed Transport Strategy, plus a reduction in usage. It is believed that this is a continuing reflection of the economic climate, the rising costs of motoring, driver choice, and the availability of the Park &amp; Ride Schemes.</p> <p>Travel Plan - The total estimated income is £12k lower than expected.</p> <p>Royal Mail - Forecast under recovery of income of £47k for the delayed Royal Mail contract (£22k for 20 season tickets at Wood Street and £25k lease for 30 spaces at TDBC car park).</p> <p>Penalty income - is forecasting an under recovery of £117k. Current trend is significantly below the 'historic' budget allocation.</p> <p>Season ticket - income is forecasting an under recovery of £64k. Current trend is significantly below the 'historic' budget allocation.</p> <p>Service Costs - Forecasting an under spend of £24k on direct expenditure as a result of the new service delivery contract.</p>	Budget holder will review on a monthly basis.



Item No.	Port- folio	Theme	Cost Centre Description	Forecast outturn variance as at Q2	Variance explanation	Management Action
3	PTC	T1a	On-Street Parking	(£120,600)	Forecast under spend of £120k due to the service being transferred to SCC from the 11th June 2012. The variance has arisen because the budget was set as if the service was to remain with TDBC, as the possible outsourcing arrangements had not yet been confirmed. It should be noted that this variance may increase when support service recharges are run at year end, as the consumption of these services will have reduced.	Budget holder will review on a monthly basis.
4	ENV	T1a	SWP	(£107,000)	Savings are projected on contract costs (£75k), contingent budgets (£16k), and refund from 11/12 (£44k); offset by an under recovery of income (£28k).	Budget holder will review on a monthly basis. This under spend provides protection should the capital programme requirement exceed current budget allocations.
5	COR	T1a	HR	(£48,800)	Forecast under spend on the contract costs (c.£60k) due to training and OD coming back to TDBC, and over spend on childcare (c.£3k) and Occupational Health (c.£8k) costs not budgeted for.	Budget holder will review on a monthly basis.

Item No.	Portfolio	Theme	Cost Centre Description	Forecast outturn variance as at Q2	Variance explanation	Management Action
6	HSG	T1a	Housing Standards	£56,050	Forecast over spend due to no longer being affiliated with organisations such as 'Home Aid', therefore no income is now expected from other sources. Also staff costs are over spent as a temporary member of staff backfilling a post is costing more than the post was originally budgeted for and other non-pay expenditure over spends. Christian Trevelyan has just taken over as budget holder so this may change.	Budget holder will review on a monthly basis.
7	COR	T1a	Rent Allowances & Rent Rebates	(£49,900)	The year end outturn position is estimated to be an over recovery. It is worth noting that this is only a 0.17% variance on a gross budget of £29m, and that the original budget has been estimated as best as possible on an area that fluctuates significantly based on demand for this scheme.	Budget holder will review on a monthly basis.
8	HSG	T2	Housing Enabling	(£32,000)	Forecasting over recovery of income by £29k due to a decision to increase partnership income and additional income for affordable housing open days, plus an under spend of £3k due to car leasing costs budgeted for twice in error.	Budget holder will review on a monthly basis.
9	ENV	T1a	Flood Defences	(£11,000)	Forecasting an under spend on a proportion of the contingent budget that is anticipated to not be needed, less an under recovery of income.	Budget holder will review on a monthly basis.
10	HSG	T4	B&B Accommodation	£10,400	Forecasting an over spend due to an increase in demand for bed and breakfast accommodation. This remains a concern and is likely to be for some time to come.	Budget holder will review on a monthly basis.

Item No.	Port- folio	Theme	Cost Centre Description	Forecast outturn variance as at Q2	Variance explanation	Management Action
11	HSG	T4	Leasehold Dwellings	(£15,000)	Forecasting an over recovery of income from the HRA not budgeted for.	Budget holder will review on a monthly basis.
12	HSG	T4	Homelessness Admin	£34,570	Forecast over spend due to write off of £73k offset in part by £43k of bad debt impairment already accrued.	Budget holder will review on a monthly basis.
13	PTC/ GFOTH	T3	Building Control	£36,100	Forecasting an under-recovery of income by c£57k and an over spend of £10k for the Acolaid Licence, partly offset by an unbudgeted income recharge of c£40k to Land Charges. The variance also includes £20k budgeted transfer from earmarked reserve that is not possible due the projected overspend on the service overall. [The BH has spent a significant amount of time ensuring the figs in SAP are accurate and reconcile with the actual income figures held by BC. They have also identified areas of savings within the budget codes, and also corrected errors and miscodings.]	The Budget Holder, Theme Mgr and Strategic Director are looking at cost reduction measures now in order to help manage the shortfall further.

Item No.	Port- folio	Theme	Cost Centre Description	Forecast outturn variance as at Q2	Variance explanation	Management Action
14	ENV	T4	Business Support Theme 4	(£28,000)	Forecasting an operational under spend on staff costs due to backfill arrangements for two maternity leave, a new starter opted out of the pension that was previously budgeted for, a new starter budgeted at the top of the grade is paid at the bottom of the grade, and a post that was budgeted for but is to be paid for by HRA. Part of this under spend has been approved as a virement in the current year only to cover non-pay expenditure.	Budget holder will review on a monthly basis.
15	GEN	T5	Corporate Management	(£133,370)	This under spend is a combination of (a) an over achievement of vacancy savings target at Q2 (target was £60,500 and we achieved £125,130 for Q1 & Q2), and (b) the extraction of the 1% pay award that was prudently budgeted for of £68,740.	Budget holder will review on a monthly basis.
16	COM	T4	Community Safety	£30,000	Under recovery of income due to changes in grant system (previously received from SCC).	Budget holder will review on a monthly basis.
17	COR	T1a	Council Tax Benefit	(£104,300)	The forecast variance of £104k, which is only 1.5% of the total budget, is due to the predicted amount of eligible overpayments being different to the original budget estimate. This means that we have received more income than originally budgeted for.	Budget holder will review on a monthly basis.

Item No.	Port- folio	Theme	Cost Centre Description	Forecast outturn variance as at Q2	Variance explanation	Management Action
18	Various	Various	Insurance	(£28,000)	The premium information has now been received. Only £25k of the agreed £53k carry forward request has needed to be used, therefore £28k remains as un-used carry forward budget.	Budget holder will review on a monthly basis.
19	HSG	T4	Housing Advice	(£30,600)	Forecast under spend due to maternity backfill arrangements costing less plus two posts budgeted for pension that has not been used.	Budget holder will review on a monthly basis.
20	ENV	T4	Pest Control	£10,000	Forecast under recovery of income due to the reduction in demand for wasp visits due to the wet summer experienced this year.	Budget holder will review on a monthly basis.
21	ENV	T4	Licences	(£14,700)	Forecasting an over recovery of income due to the additional demand for events licences for the Olympic and Jubilee events this year, plus some other minor forecast under spends on non-pay expenditure.	Budget holder will review on a monthly basis.
22	SPL	T3	Environmental Maintenance	£20,000	Forecasting to under recover by around £20k due to losing part of the SCC grass verge contract.	Budget holder will review on a monthly basis.
23	COR	T1c	Land Charges	£40,000	Forecast over spend due to un-budgeted building control charge c.£40k for the year.	Budget holder will review on a monthly basis.
24	COR	T1c	Legal Services	(£56,500)	Forecast under spend of c.£59k due to over budgeted hours for Tonya (c.£24k), no backfill arrangements for maternity leave (c.£30.5k), and budgeted pension (c£4.6k) not used.	Budget holder will review on a monthly basis.

Item No.	Portfolio	Theme	Cost Centre Description	Forecast outturn variance as at Q2	Variance explanation	Management Action
25	COR	T1a	Retained HR	£22,000	Forecasting an over spend due to the costs for agency staff covering HR Retained Manager post being higher than the budget for the permanent position.	Budget holder will review on a monthly basis.
26	COM	T1b	Strategy Unit	(£27,000)	Forecasting an over recovery of income by £11.5k, plus an over spend of £5k on non-pay exp, plus a £21k under spend on staff costs.	Budget holder will review on a monthly basis.
27	DLO	T3	DLO Admin	(£82,500)	Forecast under spend on staff costs due to the Stores staff, who were transferred back to the DLO (from SW1), already budgeted for. The DLO then received the contract payment budget from the Client Team.	Budget holder will review on a monthly basis.
28	DLO	T3	DLO Grounds Maintenance	(£64,200)	The forecast under spend relates to budgets for contractor payments and agency payments that will not be spent.	Budget holder will review on a monthly basis.
29	DLO	T3	Vivary Park Trading Account	£31,000	Forecasting an under spend of c.£11k due to the flooding which cancelled events such as the bandstand concert and c.£3k budget not needed on rents, plus a consequential under recovery of car parking income of c.£45k due to the flooding which cancelled events such as the Circus.	Budget holder will review on a monthly basis.
30			Various minor variances	(£13,694)	Net of other minor variances	

Item No.	Port- folio	Theme	Cost Centre Description	Forecast outturn variance as at Q2	Variance explanation	Management Action
31	GFOTH	T0	Interest Payable (GF)	(£226,430)	Under spend due to General Fund (GF) now being debt free and therefore not due to pay any of the originally budgeted interest payments. This may change if the Authority decided to take on any short term loans during the year.	Budget holder will review on a monthly basis.
32	GFOTH	T0	Interest Receivable (GF)	(£243,950)	Over recovery of interest receivable (£70k) due to better interest rate received on GF investments than originally budgeted for, due to uncertainty around interest rates during budget setting; and HRA now paying (174k) to borrow from the GF.	Budget holder will review on a monthly basis.
33	GFOTH	T0	MRP (repayment of debt)	(£14,420)	Our repayment of debt is slightly less than budgeted for.	No further action.
			<b>GRAND TOTAL</b>	<b>(£594,740)</b>		

Key: Portfolios

COM	Community Leadership
COR	Corporate Resources
ECD	Economic Development, Asset Management, Arts & Tourism
ENV	Environmental Services
GEN	General Services
HSG	Housing Services (Non-HRA)
PTC	Planning and Transportation/Communications
SPL	Sports, Parks & Leisure

## ANNEX C

## GENERAL FUND RESERVES SUMMARY 2012/13

	Original Budget £'000	Current Budget & Forecast £'000
<b>Balance Brought Forward 1 April 2012</b>	<b>3,337</b>	<b>3,337</b>
Approved Budget Carry Forward into 2012/13 *(21st June 2012)	0	(86)
<b>Balance in 2012/13 after Carry Forward</b>	<b>3,337</b>	<b>3,251</b>
Supplementary Budget to Capital Programme for Cremator Replacement Mercury Abatement Project *(Executive 11th July 2012)	0	(113)
Supplementary Budget to support Flood Alleviation Works on North Curry Moor *(18th July 2012)	0	(10)
<b>Projected Balance before 2012/13 Outturn</b>	<b>3,337</b>	<b>3,128</b>
Original Budget 2012/13	40	40
<b>Projected Balance Carried Forward 31 March 2013</b>	<b>3,377</b>	<b>3,168</b>



## ANNEX D

## HOUSING REVENUE ACCOUNT SUMMARY 2012/13

	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Forecast Variance %
<b>Income</b>					
Dwelling Rents	(22,735)	(19,353)	(19,396)	(43)	0%
Non Dwelling Rents	(553)	(577)	(571)	6	-1%
Supported, Sheltered & Extra Care	(364)	(3,980)	(3,970)	10	0%
Other Income (Service Charges, Rechargeable Repairs, Leaseholder Charges and GF Contribution)	(547)	(266)	(461)	(195)	73%
<b>Total Income</b>	<b>(24,200)</b>	<b>(24,176)</b>	<b>(24,398)</b>	<b>(222)</b>	<b>1%</b>
<b>Expenditure</b>					
Supervision & Management	3,252	3,396	3,390	(6)	0%
Maintenance	7,515	6,555	6,787	232	4%
Capital Charges - Depreciation	6,270	6,270	6,270	0	0%
Provision for Bad Debt	30	30	30	0	0%
Debt Management Expenses	50	50	50	0	0%
Other Expenditure (Communal and Rechargeable Costs, Insurance Excess, and Tenants Forum)	95	886	872	(14)	-2%
<b>Total Expenditure</b>	<b>17,211</b>	<b>17,187</b>	<b>17,399</b>	<b>212</b>	<b>1%</b>
<b>Other Costs &amp; Income</b>					
CDC Costs	231	231	231	0	0%
Interest Payable	3,873	3,873	2,945	(928)	-24%
Interest and Investment Income	(127)	(127)	(17)	110	-87%
Transfers To/(From) Earmarked & General Reserves	2,524	2,524	2,524	0	0%
<b>Total Other Costs &amp; Income</b>	<b>6,501</b>	<b>6,501</b>	<b>5,683</b>	<b>(818)</b>	<b>-13%</b>
<b>NET (SUPPLUS)/DEFICIT FOR THE YEAR</b>	<b>(488)</b>	<b>(488)</b>	<b>(1,316)</b>	<b>(828)</b>	<b>170%</b>

## ANNEX E

### HOUSING REVENUE ACCOUNT FORECAST VARIANCES TO BUDGET 2012/13

Item No.	Cost Centre Description	Forecast outturn variance as at Q2	Variance explanation	Management Action
1	Interest Payable	(928,100)	The forecast under spend is estimated to be £928,100 for 2012/13. This is because the actual rate of interest payable rate on the new self-financing loan was not confirmed until after the budget was set, and was eventually obtained at a much lower rate than previously anticipated.	Budget holder will review on a monthly basis as per the HRA Business Plan.
2	Interest Receivable	110,250	The forecast over spend is estimated to be £110,250 for 2012/13, due to receiving less interest on HRA investments than originally budgeted for.	Budget holder will review on a monthly basis as per the HRA Business Plan.
3	Income	(221,800)	Forecasting an over recovery of income due to lower than budgeted voids combined with a large one-off easement which have been offset in part by a pressure in garage rental income caused by to low take-up in some areas. Additional unbudgeted income of £195k is expected across leaseholder charges and rechargeable repairs, which is matched with corresponding expenditure.	Budget holder will review on a monthly basis as per the HRA Business Plan.
4	Expenditure	211,700	Forecasting an over spend due to higher than expected levels of general maintenance, including rechargeable repairs, which have been offset in part by the slippage of some pre-planned maintenance work into next year. It is likely that welfare reform will lead to additional moves within the housing stock leading to a larger number of voids in the short term. Combined with some major work starting on void properties in Halcon.	Budget holder will review on a monthly basis as per the HRA Business Plan.
	<b>SUB TOTAL</b>	<b>(827,950)</b>	<b>Reported Variances</b>	
	<b>Reinvestment Proposed</b>	<b>827,950</b>	Projected balance available for reinvestment into Social Housing Development Fund (or other priorities as determined by Members)	None
	<b>TOTAL</b>	<b>Nil</b>		

## HOUSING REVENUE ACCOUNT RESERVES SUMMARY 2012/13

	Original Budget	Current Budget & Forecast
	£'000	£'000
<b>Balance Brought Forward 1 April 2012</b>	<b>1,355</b>	<b>1,355</b>
Transfer to reserves within original budget	488	488
Forecast under / (over) for the year	0	0
<b>Projected Balance carried forward 31 March 2013</b>	<b>1,843</b>	<b>1,843</b>

**ANNEX G****BUDGET VIREMENTS FOR APPROVAL**

#	Amount £	Fund	From	To	Explanation
			Service / Heading	Service / Heading	
1					
2					
3					
		<b>0</b>	<b>TOTAL VALUE OF BUDGET VIREMENTS</b>		

## ANNEX H

## SUMMARY STATEMENT OF EARMARKED RESERVES 2012/13

	Balance B/F £'000	Transfers In £'000	Transfers Out £'000	Current Balance £'000
<b><i>For General Fund revenue purposes</i></b>				
Growth & Regeneration Service Costs	886	14	(340)	559
Asset Management - Tone Leisure	784	0	(20)	764
Self Insurance Fund	750	0	0	750
New Homes Bonus Reserve	392	648	0	1,040
Local Plan Enquiry General Provisions	238	44	(64)	218
Planning Delivery Grant - Revenue	237	0	(25)	212
DLO Trading Account Reserve	222	0	0	222
Asset Management - General Services	218	0	0	218
Housing Enabling	218	0	(2)	215
Home Improvement Agency	192	0	0	192
Eco Towns Projects Grant Funding	149	0	0	149
CCR Property Services Restructuring Pension Costs	0	25	0	25
Performance & Client Consultancy	144	0	0	144
Youth Homelessness Fund	133	0	(47)	86
Land Charges	101	0	0	101
CEO Initiatives	60	0	(1)	59
Olympic Torch Event Support	60	0	(39)	21
Corporate Training	58	0	(15)	43
LABGI	38	0	0	38
Other Reserves	626	72	(138)	560
<b><i>Sub-total</i></b>	<b>5,506</b>	<b>803</b>	<b>(692)</b>	<b>5,618</b>
<b><i>For General Fund capital financing purposes</i></b>				
DLO Vehicle Replacement Reserve	117	203	0	319
Capital Financing Reserve - General Fund Projects	939	100	(50)	989
<b><i>Sub-total</i></b>	<b>1,055</b>	<b>303</b>	<b>(50)</b>	<b>1,308</b>

	Balance B/F £'000	Transfers In £'000	Transfers Out £'000	Current Balance £'000
<b><i>For HRA revenue purposes</i></b>				
HRA Heating Reserve	240	0	0	240
CCR DLO Transformation (HRA resources)	113	0	(35)	78
Other Reserves	14	0	0	14
<b>Sub-total</b>	<b>366</b>	<b>0</b>	<b>(35)</b>	<b>331</b>
<b><i>For HRA capital financing purposes</i></b>				
Capital Financing Reserve - HRA Projects	79	0	0	79
Halcon Regeneration Scheme Project Costs	65	0	0	65
<b>Sub-total</b>	<b>144</b>	<b>0</b>	<b>0</b>	<b>144</b>
<b>GRAND TOTAL</b>	<b>7,071</b>	<b>1,106</b>	<b>(777)</b>	<b>7,400</b>

## ANNEX I

### DEANE DLO TRADING ACCOUNT AND RESERVES SUMMARY

	<b>Expenditure Budget £'000</b>	<b>Income Budget £'000</b>	<b>Net Budget £'000</b>	<b>Forecast £'000</b>	<b>Forecast Variance £'000</b>
<b>TRADING ACCOUNT PERFORMANCE 2012/13</b>					
Admin	472	0	472	375	(82)
Highways	0	0	0	(0)	(0)
Grounds	2,649	(2,901)	(253)	(317)	(64)
Building	4,343	(4,650)	(308)	(308)	0
Cleansing	0	0	0	0	0
Nursery	103	(116)	(13)	(13)	0
Transport	0	0	0	0	0
<b>DLO Net (Surplus) / Deficit</b>	<b>7,567</b>	<b>(7,668)</b>	<b>(101)</b>	<b>(262)</b>	<b>(146)</b>

### TRADING ACCOUNT RESERVES POSITION

Balance B/F	222	222
Transfer from 2012/13 Trading Account – Grounds Maintenance	0	(16)
Projected Forecast Surplus to Budget		146
<b>Estimated Balance C/F</b>	<b>222</b>	<b>352</b>

## DEANE HELPLINE TRADING ACCOUNT AND RESERVES SUMMARY

	Expenditure	Income	Net	Forecast	Forecast
	Budget	Budget	Budget	Outturn	Variance
	£'000	£'000	£'000	£'000	£'000
Telecare	150	0	150	150	0
Emergency Response	154	0	154	154	0
Control Centre	374	0	374	374	0
Other	342	(933)	(591)	(591)	0
<b>Deane Helpline Net (Surplus) / Deficit</b>	<b>1,009,380</b>	<b>(932,500)</b>	<b>76,880</b>	<b>76,880</b>	<b>(0)</b>

## TRADING ACCOUNT RESERVES POSITION

Balance b/f	0	0
Transfer from 2012/13 Trading Account	0	0
Estimated Balance c/f	<b>0</b>	<b>0</b>

There is no trading account reserves held. The General Fund has budgeted to meet the deficit in 2012/13.



## ANNEX L

### GENERAL FUND CAPITAL PROGRAMME FORECAST VARIANCES TO BUDGET 2012/13

Item No.	Portfolio	Theme	Cost Centre Description	Q2 Variance £	Variance explanation	Management Action
1	ECD	T2	DLO IT System	£200,000	This variance is due to the go-live date slipping from 1 April 2013 to June/July 2013. It is currently anticipated that 50% of the costs will be payable in 2012/13 and the other 50% in 2013/14.	The under spend on this budget will need to be carried forward into 2013/14.
2	ECD	T2	Castle Green	£300,000	This is to fund the second phase of the redevelopment of castle green. It is expected that the new phase will not begin until the new financial year.	The under spend on this budget will need to be carried forward into 2013/14.
3	HOU	T2	Grants to Registered Providers	£272,100	The slippage here is due to a scheme that is not due to start until 2013/14.	The under spend on this budget will need to be carried forward into 2013/14.
4	COR	T1	PC Refresh Project	£44,940	The slippage here is due to the delay in establishing a new five year rolling programme. This is underway and the budget will be spent in 2013/14.	The under spend on this budget will need to be carried forward into 2013/14.
5	ECD	T2	Longrun Meadow Bridge C	£95,000	The slippage here is due to the environmental and ecological issues that have arose with the Environment Agency which have delayed the project,	The under spend on this budget will need to be carried forward into 2013/14.

## ANNEX K

## GENERAL FUND CAPITAL PROGRAMME SUMMARY 2012/13

Project	Budget	Slippage	Supplements / Returns / Virements	Current Budget	Actuals	Actuals To Date v Budget	Forecast Spend In Year	Forecast Variance In Year	ANALYSIS OF VARIANCE	
									Predicted Slippage into 2013/14	Actual Variance To Budget
									£	£
Climate Change Initiatives	0	100,000	0	100,000	52,112	(47,888)	100,000	0	0	0
	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>	<b>52,112</b>	<b>(47,888)</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
PC Refresh Project	60,000	19,940	0	79,940	6,523	(73,417)	35,000	(44,940)	(44,940)	0
IT Infrastructure Maintenance	0	35,000	0	35,000	9,559	(25,441)	35,000	0	0	0
Members IT Equipment	6,690	650	0	7,340	0	(7,340)	7,340	0	0	0
	<b>66,690</b>	<b>55,590</b>	<b>0</b>	<b>122,280</b>	<b>16,083</b>	<b>(106,197)</b>	<b>77,340</b>	<b>(44,940)</b>	<b>(44,940)</b>	<b>0</b>
DLO Vehicles	280,000	18,840	0	298,840	118,053	(180,787)	298,840	0	0	0
DLO IT System	0	400,000	0	400,000	0	(400,000)	200,000	(200,000)	(200,000)	0
DLO Plant	20,000	0	0	20,000	11,712	(8,288)	20,000	0	0	0
PT Longrun Meadow C	40,000	68,000	0	108,000	62	(107,939)	13,000	(95,000)	(95,000)	0
PT COACH Project	40,000	0	0	40,000	0	(40,000)	40,000	0	0	0
PT Public H and S	10,000	0	0	10,000	0	(10,000)	10,000	0	0	0
PT High Street	100,000	33,000	0	133,000	5,456	(127,544)	133,000	0	0	0
PT Longrun Farm	0	0	0	0	2,500	2,500	0	0	0	0
PT Firepool	0	468,000	0	468,000	6,298	(461,702)	468,000	0	0	0
PT Castle Green	0	1,529,000	0	1,529,000	1,029,788	(499,212)	1,229,000	(300,000)	(300,000)	0
PT High St Retail	0	60,000	0	60,000	62,549	2,549	60,000	0	0	0
PT NIDR	0	35,000	0	35,000	0	(35,000)	35,000	0	0	0
PT Urban Growth	0	58,000	0	58,000	0	(58,000)	58,000	0	0	0
PT Goodlands Gardens	0	0	0	0	(6,271)	(6,271)	0	0	0	0
PT Coal Orchard	0	10,000	0	10,000	0	(10,000)	10,000	0	0	0
PT Bus Station	0	11,000	0	11,000	7,602	(3,399)	11,000	0	0	0
PT Sineage	0	22,000	0	22,000	2,142	(19,858)	22,000	0	0	0
PT Consultancy	0	20,000	0	20,000	0	(20,000)	20,000	0	0	0
HPDG Firepool Weir	0	4,080	0	4,080	0	(4,080)	4,080	0	0	0
	<b>490,000</b>	<b>2,736,920</b>	<b>0</b>	<b>3,226,920</b>	<b>1,239,890</b>	<b>(1,987,030)</b>	<b>2,631,920</b>	<b>(595,000)</b>	<b>(595,000)</b>	<b>0</b>
Taunton/Canal Grant	10,000	0	0	10,000	10,000	0	10,000	0	0	0
Mercury Abatement	0	966,290	113,000	1,079,290	138,326	(940,964)	1,079,290	0	0	0
Waste Containers	50,000	51,180	0	101,180	0	(101,180)	101,180	0	0	0
	<b>60,000</b>	<b>1,017,470</b>	<b>113,000</b>	<b>1,190,470</b>	<b>148,326</b>	<b>(1,042,144)</b>	<b>1,190,470</b>	<b>0</b>	<b>0</b>	<b>0</b>

## ANNEX K

## GENERAL FUND CAPITAL PROGRAMME SUMMARY 2012/13

Project	Budget	Slippage	Supplements / Returns / Virements	Current Budget	Actuals	Actuals To Date v Budget	Forecast Spend In Year	Forecast Variance In Year	ANALYSIS OF VARIANCE	
									Predicted Slippage into 2013/14	Actual Variance To Budget
									£	£
Grants to RSL's	0	694,600	0	694,600	25,000	(669,600)	422,500	(272,100)	(272,100)	0
Private Sector H and S	25,000	0	0	25,000	55,580	30,580	25,000	0	0	0
Energy Efficiency	62,000	0	0	62,000	(5,780)	(67,780)	62,000	0	0	0
Landlord Acc Scheme	90,000	0	0	90,000	0	(90,000)	90,000	0	0	0
Wessex HI Loans	62,000	0	0	62,000	0	(62,000)	62,000	0	0	0
DFGs Private Sector	450,000	246,880	0	696,880	268,403	(428,477)	696,880	0	0	0
	<b>689,000</b>	<b>941,480</b>	<b>0</b>	<b>1,630,480</b>	<b>343,203</b>	<b>(1,287,277)</b>	<b>1,358,380</b>	<b>(272,100)</b>	<b>(272,100)</b>	<b>0</b>
Accolaid Upgrade	20,000	0	0	20,000	0	(20,000)	20,000	0	0	0
Paul St Car Park	218,000	27,120	0	245,120	25,336	(219,784)	245,120	0	0	0
	<b>238,000</b>	<b>27,120</b>	<b>0</b>	<b>265,120</b>	<b>25,336</b>	<b>(239,784)</b>	<b>265,120</b>	<b>0</b>	<b>0</b>	<b>0</b>
Replacement Lift Station Road	0	0	0	0	(9,297)	(9,297)	0	0	0	0
Grants to Clubs Play	46,000	0	0	46,000	30,677	(15,323)	46,000	0	0	0
Grants to Parishes	20,000	12,420	0	32,420	0	(32,420)	32,420	0	0	0
Replace Play Equip	20,000	0	0	20,000	23,570	3,570	20,000	0	0	0
Play Equip Long Run	0	0	0	0	24,949	24,949	0	0	0	0
Play Equip Greenway	0	0	0	0	1,325	1,325	0	0	0	0
Vivary Park Play	0	0	0	0	14,184	14,184	0	0	0	0
Fitzhead Tythe Barn	0	0	0	0	(182)	(182)	0	0	0	0
Play Area Taunton Green	0	0	0	0	3,087	3,087	0	0	0	0
Popham Hall	0	0	0	0	(8,902)	(8,902)	0	0	0	0
Wellington Recreation	0	0	0	0	3,360	3,360	0	0	0	0
Lambrook Green	0	0	0	0	1,650	1,650	0	0	0	0
French Weir Park	0	0	0	0	366	366	0	0	0	0
Cotford St Luke Play	0	0	0	0	1,498	1,498	0	0	0	0
Lyngford Skate Ramps	0	0	0	0	1,349	1,349	0	0	0	0
	<b>86,000</b>	<b>12,420</b>	<b>0</b>	<b>98,420</b>	<b>87,635</b>	<b>(10,785)</b>	<b>98,420</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>1,629,690</b>	<b>4,891,000</b>	<b>113,000</b>	<b>6,633,690</b>	<b>1,912,585</b>	<b>(4,721,105)</b>	<b>5,721,650</b>	<b>(912,040)</b>	<b>(912,040)</b>	<b>0</b>

# ANNEX M

## HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME SUMMARY 2012/13

Project	Budget	Slippage	Supplements / Returns / Virements	Current Budget	Actuals	Actuals To Date v Budget	Forecast Spend In Year	Forecast Variance In Year	ANALYSIS OF VARIANCE	
	£	£	£	£	£	£	£	£	Predicted Slippage into 2013/14 £	Actual Variance To Budget £
HRA Kitchens	0	0	0	0	(18,128)	(18,128)	115,000	115,000	0	115,000
HRA Bathrooms	740,000	0	0	740,000	148,904	(591,096)	740,000	0	0	0
HRA Roofing	960,000	0	0	960,000	333,051	(626,949)	960,000	0	0	0
HRA Windows	415,000	0	0	415,000	209,450	(205,550)	665,000	250,000	0	250,000
HRA Heating Improvements	1,200,000	0	0	1,200,000	1,673	(1,198,327)	800,000	(400,000)	0	(400,000)
HRA Doors	120,000	0	0	120,000	0	(120,000)	200,000	80,000	0	80,000
HRA Fire Safety Work	150,000	0	0	150,000	121,706	(28,294)	250,000	100,000	0	100,000
HRA Cladding	500,000	0	0	500,000	0	(500,000)	0	(500,000)	0	(500,000)
HRA Facias and Soffits	505,000	0	0	505,000	0	(505,000)	150,000	(355,000)	0	(355,000)
HRA Heat Pumps	225,000	0	0	225,000	225,533	533	571,000	346,000	0	346,000
HRA IT Development	15,000	0	0	15,000	11,533	(3,467)	11,533	(3,467)	(3,467)	
HRA Door Entry Systems	75,000	0	0	75,000	1,416	(73,584)	125,000	50,000	0	50,000
HRA Aids and Adaptations	200,000	0	0	200,000	60,597	(139,403)	200,000	0	0	0
HRA Soundproofing	20,000	0	0	20,000	0	(20,000)	10,000	(10,000)	0	(10,000)
HRA DDA Work	20,000	0	0	20,000	0	(20,000)	40,000	20,000	0	20,000
HRA Asbestos Work	50,000	0	0	50,000	2,940	(47,060)	50,000	0	0	0
HRA Tenants Improvements	5,000	0	0	5,000	650	(4,350)	5,000	0	0	0
HRA DFG's	300,000	0	0	300,000	67,584	(232,416)	300,000	0	0	0
Community Alarms	0	0	0	0	27,300	27,300	0	0	0	0
	<b>5,500,000</b>	<b>0</b>	<b>0</b>	<b>5,500,000</b>	<b>1,194,210</b>	<b>(4,305,790)</b>	<b>5,192,533</b>	<b>(307,467)</b>	<b>(3,467)</b>	<b>(304,000)</b>