

Taunton Deane Borough Council

Executive – 4 December 2013

Financial and Performance Monitoring – Quarter 2 2013/2014

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 2013/14 (as at 30 September 2013). The monitoring of the Corporate Strategy, service delivery, performance indicators and budgets is an important part of the overall performance management framework.

The detailed 2013/14 financial position for Quarter 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 of the Council remains within 0.64% of the approved budget.

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

- General Fund Revenue is an underspend of £84k
- Housing Revenue Account (HRA) to have a surplus of £129k

Analysis of the overall performance of the Council reveals that 67% of all performance measures are on target (ie Green alert). This is an improved position compared to the previous quarter (Quarter 1 was 59%).

2. 2013/14 Financial Position – Quarter 2 Update

Introduction

- 2.1 The overall financial position of the Council is that full year net spending is currently projected to outturn at a level 0.64% below that budgeted.
- 2.2 Members will be aware from previous experience that the position can change between 'in year' projections and the final outturn position. The budget monitoring process involves a detailed review of all budgets. Budget Holders, with support and advice from their accountants, regularly review the position and update their forecasts based on currently available information and knowledge of service requirements for the remainder of the year. As with any forecast there is always a risk that some unforeseen changes could influence the position at the year end, and a number of risks and uncertainties are highlighted within this report. However, the current forecast is considered to be reasonable based on current information.

General Fund Revenue Account - 2013/14 Forecast Outturn

- 2.3 The current forecast outturn for the Council's General Fund services is an under spend of £84k (0.64% of Net Budget) for the financial year 2013/14. A summary of the General Fund Revenue Account budget and forecast for the year is included in **Annex A**.
- 2.4 There are a number of significant variances included within the reported overspend as updated from the budgeted position:
- a) **Rent Allowances/Rent Rebates to HRA:** This is a demand led service and the fluctuations in the number of people claiming benefit is outside of TDBC control. Due to the poor state of the economy and cuts in welfare benefits, customer's ability to repay overpaid benefit is severely compromised and consequently, despite best efforts, recovery rates have deteriorated. However, based on very recent information, the predicted adverse variance for Rent Allowances has improved slightly from Qtr1 to £146k and for Rent Rebates to HRA to £55k.
 - b) **Somerset Waste Partnership:** The service overall is currently projected to underspend by £116k. This variance results from an £105k increase in garden waste fees; and from a small £11k underspend relating to contract charges.
 - c) **Dealing with Planning Applications:** The positive variance has increased since Qtr1 to £81k due to further increases in the number of high value planning applications.
- 2.5 Further information regarding the above and other reported variances to budget, together with the management action that has been taken, or is planned, is included in **Annex B**.

General Fund Reserves

- 2.6 The General Fund reserve balance at the start of the year was £3.943m. Following approved budget allocations during 2013/14 the budgeted balance at the end of the current financial year has reduced to £1.331m (see **Annex C**).
- 2.7 The Council's Strategic Director (Section 151 Officer), has also commissioned a review of all earmarked reserves which has recommended £498.1k of earmarked reserves be returned to General Reserves. In addition the report recommends that £16k relating to the South West Audit Partnership trading surplus is returned to General Reserves. These would increase the current approved balance to £1.845m at the end of the financial year.
- 2.8 If the current trend continues on all of the budgets highlighted above, and the Council takes no further alternative action in the year, the potential under spend of £84k would be transferred to this reserve, increasing the projected balance to £1.929m at the end of the financial year.
- 2.9 This is above the current minimum balance of £1.5m required in the Council's financial strategy.
- 2.10 There are two further proposals for supplementary estimates from reserves which are being considered at Corporate Scrutiny this month: £90k for Asset Strategy Implementation and £130k for Customer Access Implementation. If approved together with the above returns the balance would be £1.709m.

General Fund - Risk and Uncertainty

- 2.11 Budgets and forecasts are based on known information and the best estimates of the Council's future spending and income. Incomes and expenditures over the financial year 2013/14 are estimated by budget holders and then reported through the budget monitoring process. During this process risks and uncertainties are identified which could impact the financial projections, but for which the likelihood, and/or amount are uncertain.
- 2.12 The following risks have been identified though the Q1 process:
- a) **Deane Helpline Trading Account** – There is still a predicted adverse variance at the end of September of £49k against the approved budget for the year, which the Council will have to meet unless actions can be put into place to mitigate these costs. The fundamental service review of Deane Helpline to address the costs to the General Fund of operating the service is ongoing; an update report was presented to Community Scrutiny on the 5th November 2013 and final options for decision making are anticipated in the Spring.
 - b) **Building Control** – Income levels are below that expected at the end of the second quarter, and although savings from elsewhere within the service will offset

this, careful monitoring of future levels of income is essential.

- c) **The DLO** – Is currently operating within its overall budget. Work is ongoing to review the DLO budgets in detail, but it is a complex organisation. There are significant monies involved in the DLO operation, and although the current forecast is at budget, all expenditures and incomes must be carefully monitored throughout the year.
- d) **Cemeteries and Crematoria** – The new Crematorium for Bridgwater may adversely impact upon income levels more significantly than has already been taken into account.
- e) **Rent Allowances and Rent Rebates** – Budgets are being adversely impacted by factors such as the downturn in economic conditions, and through continued Government reductions in Welfare spending.
- f) **Year End Adjustments:** Certain items are not determine or finalised until the financial year end. For example the final assessment of provisions required for bad debts, and final allocations of support service recharges. These can result in potentially significant differences to current forecasts.

Forecast Outturn Summary – Housing Revenue Account

- 2.13 The current forecast outturn for the Council's Housing Revenue Account (HRA) is a surplus of £129k (0.5% of budget). A summary of the HRA revenue budget and forecast for the year is included in **Annex D**.
- 2.14 This includes some additional rental income and the ability to reduce the revenue spend on capital (as below) without which there would be a forecast deficit of £824k.
- 2.15 There are a number of significant variances reported against both income and expenditure budgets:
 - a) Non-recurring rent income due to an additional week of rental income on all weekly dwellings and non-dwellings (ie there are 53 rent payments due in 2013/14) which equates to £456k additional income.
 - b) A one-off reduction in revenue contribution to capital (RCCO) of £497k against budget is expected because of the use of capital reserves from the 2012/13 underspend (£197k) to fund part of the capital programme, the funding of capital procurement savings by a reduction in the capital budget along with the reduction in the capital works on garages in this financial year.

Without this additional rental income and the ability to reduce the revenue spend on capital there would be a forecast deficit of £824k.

- c) Spend on responsive maintenance is £1,404k higher than budgeted, a significant

variance, with spend on void properties making up £916k of this. A review is underway to examine the reasons for this and investigate ways this can be alleviated without reducing the lettable standard below acceptable levels.

- d) Provision for bad debt is expected to show an underspend of £330k due to prudent budgeting of the impact of Welfare Reform, which is now not expected to fully hit the HRA in this financial year.

- 2.16 Further details of these and other variances against budget can be found of the variances in in **Annex E**.

HRA - Risk and Uncertainty

- 2.17 As with the General Fund, budgets and forecasts are based on known information and the best estimates of the Council's future spending and income. Income and expenditure over the financial year 2013/14 is estimated by budget holders and then reported through the budget monitoring process. During this process risks and uncertainties are identified which could impact financial projections, but for which the likelihood and/or amount are uncertain.
- 2.18 Spend on unplanned maintenance (including voids) continues to be high. A management review is currently underway to investigate the reasons behind this along with identifying the management action needed to control/reduce spending, however if this level of spend is to continue it will adversely affect the Business Plan.
- 2.19 The Council carries protection against risk and uncertainty in a number of ways, such as insurances and maintaining reserves.
- 2.20 Changes to the rent formula - the way in which the HRA is able to increase rents was unveiled as part of the Spending Review 2013. Rent convergence, whereby rents can be increased or decreased by up to £2 per week each year to bring them in line with 'target' rents, will cease after 2014/15. The HRA will not have reached rent convergence by this time, although the business plan assumes the continuation of rent convergence. The financial impact on the business plan is currently being considered and will be included in the 2014/15 Budget proposals for the HRA.
- 2.21 Rent increases will now be linked to CPI rather than RPI in line with a move across Government to use CPI. The effect of this will depend on future inflation rate. These changes will be updated as part of the next Business Plan review.

Housing Revenue Account Reserves

- 2.22 The HRA reserves ("working balance"), at the start of the year were £2.247m. Following approved budget allocations during 2013/14, the budgeted balance at the end of the current financial year is £2.167m (see **Annex F**).

Budget Changes

- 2.23 The Original Budget for the year was approved by Full Council on 26 February 2013. 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”. Virements that are above £50,000 in value require Executive approval.
- 2.24 **Proposed virements recommended for Executive approval are set out in Annex G.**
- 2.25 There are no new requested “Supplementary Estimates and Returns” in either the General Fund or HRA included in this report.
- 2.26 It should be noted that the pay award for 2013/14 has been confirmed at 1% which is the amount assumed within the Council’s budget.

Deane DLO Trading Account

- 2.27 The forecast year end outturn shows no significant departure at the end of June from the budgeted position. There is currently a great deal of work underway to more accurately align budgets within both Grounds Maintenance and Building Maintenance, and this will improve the ease and accuracy of reporting during the remainder of the financial year. It is also anticipated that further improvements to both management and financial reporting will result from the replacement of the DLO’s costing system (COSY), with the Capita OpenContractor system.
- 2.28 The DLO is continuing to implement the aforementioned replacement IT system, and work also continues on the depot relocation project.
- 2.29 A Trading Account Summary and Reserves Position Statement for the DLO are included in **Annex I**. The trading account reserves are reported as part of the General Fund Earmarked Reserves balance.

2.30 **Deane Helpline Trading Account**

The Deane Helpline Trading Account is predicted to make a full year loss of £49k, based upon the position at the end of the second quarter. The fundamental service review of Deane Helpline to address the costs to the General Fund of operating the service is ongoing, an update report was presented to Community Scrutiny on the 5th November 2013, final options for decision making are anticipated in the Spring.

Forecast Outturn Summary – General Fund Capital Programme

- 2.31 The current forecast outturn for the Council’s General Fund Capital Programme is Net Expenditure of £14,155k, compared to the budget of £14,155k. The forecast variance is therefore zero against total approved budgets for capital schemes. However, £6,900k has been reported as slippage (timing of spend) on projects into 2014/15,

meaning actual capital expenditure in the current year is forecast to be around £7.2m.

- 2.32 A summary of the General Fund Capital Programme budget and forecast for the year is included in **Annex H**.

GF Capital Programme Risk and Uncertainty

- 2.33 The main issues regarding risk and uncertainty in the General Fund capital programme from a financial perspective is timing of expenditure. As highlighted above, there is likely to be a significant amount of slippage into 2014/15. There are however, other issues that will also be closely monitored:

- a. Expenditure on the Private Sector Housing projects is subject to demand and so expenditure could vary from the forecast.

Forecast Outturn Summary – Housing Revenue Account Capital Programme

- 2.34 The current forecast outturn for the Council's Housing Revenue Account Capital Programme is for a net expenditure of £20.364m against a budget of £20.364m. The forecast variance is therefore zero. However, £11.177m has been reported as slippage (timing of spend) on projects into 2014/15, meaning actual capital expenditure in the current year is forecast to be around £9.2m
- 2.35 A summary of the HRA Capital Programme budget and forecast for the year is included in **Annex H**.

HRA Capital Programme Variances

- 2.36 There are a number of factors that affect the delivery of capital works and the service is applying a sensible flexible approach in response to prevailing circumstances and opportunities. The forecasts from the Housing department show that the projected spend is realistic. Opportunities to accelerate spend will be taken where possible, although the service must also of course ensure that there is no reduction in the value for money achieved.
- 2.37 Although spending on capital schemes is relatively low to date. This is primarily due to the fact that planned works at Creechbarrow Road (£7.143m) will not be completed for some time leading to a significant amount of slippage in 2014/15. However, decanting works are underway and it is envisaged that spend of approximately £1m will be incurred this year.
- 2.38 Another impact on the programme is that planned spending of £4.2m for the following projects will all be carried out over an extended timeframe and slippage from the 2013/14 programme will be required; Phase 1 Vale View West Bagborough, Phase 1 Milton Close, Phase 1 Bacon Drive, and Phase 1 Normandy Drive.

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

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

3.2 Scorecard explanation / key:

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

OBJECTIVES	MEASURES	ALERT	TREND	Performance data & comments (key risks/issues/achievements)
Strategic & corporate objectives categorised in the 7 sections of the scorecard	Key performance indicators (& targets where possible) used to measure the objective.	Red, Amber or Green (see below)	 Compared to previous quarter, or same period previous year	A brief summary highlighting reasons for and issues surrounding the alert reported (see Green, Amber, Red below). Also any known problems that may jeopardise attainment. Where relevant, CMT will provide further information in addressing under performance.

3.3 Key to performance alerts:

	Reasons for alert	Notes
 Green	Planned actions are on course	Justification for the Green alert will be provided. Key successes or exceptional performance will be outlined.
	Performance indicators are on target	
 Amber	Some uncertainty in meeting planned actions	The reason for the Amber alert will be made clear. Mitigating actions will be outlined
	Some concern that performance indicators may not achieve target	
 Red	Planned actions are off course	A brief high level summary is included within scorecard. 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
	Performance indicators will not achieve target	

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)
Aim 1 - Quality Sustainable Growth & Development	9	5 (56%)	3 (33%)	1 (11%)		↑
Aim 2 - A Vibrant Economic Environment	8	6 (75%)	2 (25%)			↓
Aim 3 - A Vibrant Social, Cultural and Leisure Environment	10	6 (60%)	3 (30%)	1 (10%)		↔
Aim 4 – A Transformed Council	5	5 (100%)				↑
2) Managing Finances	14	10 (71%)	4 (29%)			↑
3) Corporate Health	12	7 (58%)	5 (42%)			↑
TOTALS	58	39 (67%)	17 (29%)	2 (3%)		↑

KEY:

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

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

↔ = No change

3.5 Theme & Service performance monitoring

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

3.5.2 An ‘Exception/Highlight’ report for each ‘Theme’ is appended to this report (see **Appendix B**). The complete set of Theme/Service scorecards is also available on the Member’s Portal.

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

3.5.4 A summary of the whole performance reporting framework is shown below. This indicates where other performance information can be obtained relating to a wide variety of services, partnerships, projects, and strategic aims and objectives.

What	Responsible officer	Where	When
Corporate scorecard & financial monitoring	Dan Webb / Paul Fitzgerald	~ CMT ~ Corporate Scrutiny ~ Executive	Quarterly
Theme scorecards	Theme Managers	~ CMT ~ <i>Members' Portal</i> ~ <i>PFH briefings</i>	Quarterly
Corporate Programmes (major projects - Growth & Regeneration' Transformation)	Simon Lewis	Programme management Group	Monthly
Southwest One Performance / KPI monitoring	Richard Sealy	~ Corporate Scrutiny ~ Client KPI monitoring	6-monthly Monthly
Somerset Waste Partnership Performance monitoring report	Richard Sealy	~ Waste Board ~ Members' Portal	Quarterly
Somerset Waste Partnership Annual business plan	Richard Sealy	Corporate Scrutiny	Annual
Tone Leisure Performance report	Chris Hall	Community Scrutiny	6-monthly
Housing Services Performance indicators report	James Barra	Tenant Services Management Board	Quarterly
Somerset West Private Sector Housing Partnership	Richard Sealy	~ SWPSHP Board ~ Client KPI monitoring	~ ~ Monthly
South West Audit Partnership (SWAP) - progress of audit plan	Shirlene Adam	~ Corporate Governance Officer's Group ~ Corporate Governance committee	Quarterly
Project Taunton	Mark Green	Project Taunton Steering Group	bi-monthly
DLO transformation	Chris Hall	DLO Steering Group	
Climate Change	Simon Lewis	Carbon Management Steering Group	Bi-monthly
Taunton Deane Partnership - Priority Areas Strategy	Simon Lewis	~ TDP Executive ~ TDP Board ~ Community Scrutiny	

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

- i) Budget holders and finance continue to monitor budgets on a monthly basis to give the organisation robust financial information.
- ii) The economic climate continues to impact areas of the organisation, especially demand led services.
- iii) The budget position continues to be monitored by CMT.

- iv) The current forecast shows an underspend for the General Fund and surplus for the HRA. Both capital programs have no significant issues to report apart from slippage.

5. Legal Comments

There are no legal implications in this report.

6. Links to Corporate Aims

As this report covers all aspects of the Council's performance, all Corporate Priorities are affected (ref Scorecard section 1)

7. Environmental and Community Safety Implications

Please see section 3.4 of the Scorecard for those areas contributing to the above

8. Equalities Impact

Ref scorecard section 6.5 for details of equalities progress within the council.

9. Risk Management

Ref scorecard section 6.6 for details of risk management progress within the council.

10. Partnership Implications

A number of corporate aims and objectives reported within the corporate scorecard are delivered in partnership with other organisations. Performance issues relating to specific partnerships are reported within the more detailed Theme scorecards (for example 'Corporate & Client'), as well as various other partner specific reports as described in the overall performance reporting framework – please see 3.5.4 above.

11. Recommendations

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

- 11.2 Corporate Scrutiny is requested to note and support the proposed budget virements highlighted within the report and Annex G

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Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio
SECTION 1) CORPORATE BUSINESS PLAN – strategic aims & objectives						
Aim 1) Quality Sustainable Growth & Development						
1.1	Objective 1 Increase number, quality & range of housing / affordable housing	Creechbarrow Rd redevelopment project	G	↔	Overall Project Status. All council and private tenants are now decanted from site, planning permission has been granted for the scheme and tenders have been submitted by contractors to develop the site.	Housing
		Number of affordable homes delivered	G	↔	Annual affordable homes target = 200 homes. 106 affordable homes have been completed, with at least a further 85 estimated completion during 2013/14. Also anticipated that there will be an increase in affordable homes being sold through private developer initiatives.	Housing
		Deliver sustainable urban extensions	A	↔	The Council is working with the Homes and Communities Agency to look at ways of using the DCLG Large Site Capacity funding award to bring forward the Monkton Heathfield Urban Extension. The Urban Extension at Comeytrove/Trull and at Staplegrove are being progressed through the Preferred Options stage of the SADMP. The amber relates to the uncertainty regarding funding of Western Relief Road (impact on development at Monkton Heathfield).	Planning Transport and Coms
		Maintain 5 year supply of ready to develop housing sites	G	↔	The Council has recently commenced its review of the Strategic Housing Land Availability Assessment. The document is based upon extensive involvement from the development industry and will be published by the of Q3.	Planning Transport and Coms

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio
		Major Planning applications processed in target time	R	↓	<p>Target 60% of Major Development planning applications (large and small scale) determined within 13 weeks.</p> <p>Quarter 2 2013/14 = 50% (5 out of 10 applications determined within 13 weeks).</p> <p>Quarter 2 Last year = 70% (7 out of 10 applications determined within 13 weeks).</p> <p>During Q2, 5 major applications were determined over the 13 week period; 1 required consideration by the Planning Committee which met 1 week after the target 13 week date; 3 required S106 agreement (including Sandhill Park)</p>	Planning Transport and Coms
1.2	Objective 2 Delivering infrastructure	Firepool Project	A	↔	<p>Target - Planning permission achieved by Summer 2015</p> <p>Although St Modwen have commenced initial surveys, the amber alert relates to uncertainty around the timescale for obtaining planning permission on the Northern site – which is dependant on the ‘Town Centre Re-think’ project. A realistic target date is summer 2015.</p>	Ec Dec Asset Mgt Tourism
		Flood alleviation solutions project	A	↔	<p>Overall Project Status.</p> <p>There have been some delays in completing the flood modelling work required for the completion of both interim flood risk management guidance and to inform the longer-term strategic options (but that work has now been completed). The next stage of the project is to procure consultants to deliver the agreed project outputs. Funding to deliver potential schemes remains uncertain. On-going partnership working with Environment Agency & Somerset County Council – project governance arrangements are in place.</p>	Ec Dec Asset Mgt Tourism
		Community Infrastructure Levy (CIL)	G	↑	<p>Target - Adopt CIL by April 2014.</p> <p>Project on track to recruit a CIL officer and implement CIL by April 2014. Some risk to timescale if SWOne are not able to install the necessary software by April 2014.</p>	Planning Transport and Coms

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio
		Strategic Transport Initiatives (NIDR, J25)	G	↔	<p>NIDR: Main contractor appointed and works have commenced on site (Priory Fields). Programmed completion date is early 2015. Residents of Winters Field to have access across Priory Bridge Road car park. Liaising with the main contractor about demolition of engine shed on Firepool site. Exploring options for co-operation over waste disposal. Liaising with SCC to ensure road provides adequate access from the NIDR to the Firepool site.</p> <p>J25: Liaising with SCC and Highways Agency to establish links and potential improvements to J25. Ongoing studies looking at upgrading the A303/30/358 and any second strategic employment site east of J25. Establishing potential demand for and modelling the possible scale and mix of uses at any employment site. Will then establish potential traffic implications and how to mitigate. Initial work has commenced and both SCC and the HA are working collaboratively with us on the project.</p>	Planning Transport and Coms

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio
Aim 2) A Vibrant Economic Environment						
2.1	Objective 3 Improving perception of Taunton, attracting new businesses & supporting existing ones	Taunton Town Centre 'rethink' project	G	↔	Overall Project Status. The project is on-track and progressing well. Consultants (LHC) commenced work in September and are consulting with a range of key stakeholders. Findings and recommendations will be presented to the Taunton Economic Advisory Board (TEAB) and to Members in December and January.	Ec Dec Asset Mgt Tourism
		Marketing & promotion of Taunton	G	↔	Target: Complete 4 programmes to market and promote Taunton Deane to businesses: 1. Taunton Means Business - Website being redesigned and merged with Project Taunton. Relunched in early 2014. 2. Project Taunton - Discussions ongoing with potential investors and developers in town centre. 3. Into Somerset - TDBC rejoined the partnership in April 2013. One live enquiry currently being serviced. 4. Taunton Town Team - Led by Taunton Town Centre Co. last met in May.	Ec Dec Asset Mgt Tourism
		Business Improvement District (BID)	A	↔	Target - Achievement of a successful BID ballot in April 2014. Consultation currently underway with businesses in town centre to propose a new BID programme. Will go to ballot in Feb 2014 however there remains a risk that the Bid could be rejected by businesses.	Ec Dec Asset Mgt Tourism
		Taunton town centre shop vacancy rate	G	↑	Target - Vacancy rate lower than national average. Current vacancy rate is around 6% against a national average of around 14% . (Last quarter was 8.5%)	Ec Dec Asset Mgt Tourism

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio
2.2	Objective 4 Increasing economic activity	Employment & skills projects	G	↔	72 people have attended the Job Clubs in Halcon, Priorswood and Wellington since April. Since July, 17 people have been assisted into work, and another 29 have been assisted to find work placements and training. Performance targets set within the VISTA Service Level Agreement are being exceeded.	Ec Dec Asset Mgt Tourism
		Employment land (delivery & take-up)	G	↔	Target - Achieve 100% of employment land requirements as per Core Strategy by 2028. Employment land developed 2006-13 = 19,637 sq.m. office and 15.76 ha industrial which equates to 39.7% and 43.2% respectively of total requirements to 2028. A further 73,901 sq.m. office and 64.8 ha industrial land is committed or allocated for development. This is monitored annually. A second strategic employment site is to be sought through the Site Allocations Plan.	Ec Dec Asset Mgt Tourism
		Inward investment	G	↔	Currently 26 potential inward investors being supported.	Ec Dec Asset Mgt Tourism
		Local Business Development and Support	A	↓	Target - Delivery of Business Support Action Plan Since April 12 grants have been awarded to new small businesses, totalling £6,000, plus one rural retailer, totalling £2,000. Low take up amongst applicants. Also delivered two events (in Taunton and Wiveliscombe) to inform businesses about Non Domestic Rates. Proactive Relationship management programme with local businesses throughout the Borough.	Ec Dec Asset Mgt Tourism

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio
Aim 3) A Vibrant Social, Cultural and Leisure Environment						
3.1	Objective 5 Working with partners to encourage strong, informed & active communities	Priority Areas Strategy (PAS) – progress of projects	A	↓	We have undertaken no monitoring since the last quarterly report. The TDP Board will next meet in December 2013. At this meeting we will be agreeing a new version of the PAS to include new projects across all four priorities, together with outcomes for the overall programme. Revised project scorecards will be submitted to the TDP Executive which next meets in January 2014. PAS outcomes will be monitored annually, starting in 2014. RAG status downgraded to Amber	Community Leadership
		Halcon One Team	G	↔	The One Team project has been operational since 29th April 2013. They are delivering successful results on tenancy management issues, anti-social behaviour problems, crime, domestic violence support (Chill n Chat project), Family Focus project, community development programme (Brunch Club, school holiday activities), Link Power project, Stuart the Bear Charity, Supported Sports programme, Acorns Children's Centre take-up.	Community Leadership
		Health & Wellbeing strategy	A	↓	Target - Develop Action Plan by April 2014. The Strategy and Performance Unit are now recruiting backfill resource to complete the audit of TDBC and PAS services against the priorities of the Health and Wellbeing Strategy. Once completed we will propose specific projects to fill the gaps, to be funded from the TDP earmarked reserve for this purpose. We will also develop a directory of services and support available from TDBC and the PAS work to be publicised through the Health 'Well Aware' website to encourage GPs to promote to patients where existing services can support them.	Community Leadership

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio
3.2	Objective 6 Working with partners to improve the lives of our most vulnerable households	'Family Focus' (Troubled Families) project	A	↑	Target - To have engaged and worked with 127 families by December 2013. Project has developed well since recruitment of Project Manager and officer / admin support. Family Support Workers x 6 now in post (as of August 2013). Numbers of families worked with has increased since August (now working with 87) although we are still far behind where we should be (this is the same across all Somerset districts). A number of families have demonstrable success i.e. reduced ASB, engagement with work programmes, improved education attendance. Low take up amongst applicants.	Community Leadership
3.3	Objective 7 Facilitating and supporting cultural and leisure opportunities	Swimming Pool projects	G	↔	Overall Project Status - Tenders and Interviews completed for Pool Project expertise and a Project Manager has been selected. Station Road contractor started on site 30 October.	Sports Parks Leisure
		Develop a new community leisure strategy	G	New	Target - Develop Community Leisure Strategy by April 2014. LeisureResearch work has begun. The parks and open spaces strategy data update is nearing completion, this will be a key input into the Community Leisure strategy and action plan. Work will begin in drafting and consultation with key stakeholders in January. The expectation is to provide a working draft by April 2014 that will be finalised and aligned with the budget setting timetable.	Sports Parks Leisure
		Taunton town centre events programme	G	↑	Taunton Events Group: -June Somerfest - 15,000 additional visitors to town centre (up 25%) -Taunton Shakespeare Festival in August - 550 audience over 4 performances. First event of this type, and various lessons learned over use of Castle Green for cultural events -Great Taunton Busk Off - September. 17 local artists busked in the town centre -Taunton Literary Festival - November -Taunton Christmas Fair and Lights - November / December	Planning Transport and Coms

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio
		Brewhouse theatre	G	↑	<p>Target - Develop a sustainable solution for the Brewhouse Theatre. Purchase of lease on building completed in September. One outline business plan was submitted in September to run the theatre by the Taunton Theatre Association (TTA). TDBC's consultant (David Pratley Assocs) working with the TTA to strengthen the plan and ensure it meets the Council's ambitions for the theatre. Reports to Corporate Scrutiny in November followed by Exec in December to obtain authority to work with TTA.</p>	Planning Transport and Coms
3.4	Objective 8 Maintaining clean streets, good quality parks, open spaces and leisure & cultural facilities	Fly-tipping	R	↔	<p>Final result is calculated at the year end, however fly tipping incidents are up with enforcement action down over the same quarter for last year = level 4 poor. Actual fly tip numbers are as follows: Q2 2013/14 = 174 Q2 Last year = 165</p> <p>The removal of fly-tipping within 5 working days = 87% which is above target (ref. Community & Commercial Services scorecard)</p>	Env Services Climate Change
		Parks & open-spaces	G	↔	<p>New investments in play equipment have been made at Hamilton Gault and the new social space at the Wellington pavilion has been handed over to the cricket club. No new surveys have been undertaken at this stage</p>	Sports Parks Leisure

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio	
Aim 4) A Transformed Council – key projects of the transformation programme: Objective 9) Achieving financial sustainability; Objective 10) Transforming services; Objective 11) Transforming the way we work							
Ref	Project	Alert	Trend	Key Milestones	Key Accomplishments	Key risks/Issues	
4.1	TDBC & West Somerset joint-working feasibility	G	↔	<p>Business case and supporting reports completed</p> <p>Corporate Scrutiny meetings held at both Councils</p> <p>Approval at both Councils - 12 Nov</p>	<p>Business Case and accompanying reports completed.</p> <p>Joint CEO in place wef 24/10/13</p> <p>Effective communications maintained</p>		Corp Resources
4.2	Customer Access & Council Accommodation	G	↔	<p>Members Briefing 7/11/13</p> <p>Scrutiny 21/11/13</p> <p>Full Council 10/12/13</p>	<p>* Costs relating to options received</p> <p>* Member report, Customer Access Report, Strategic Document prepared</p> <p>* FAQs - Published for TDBC staff</p> <p>* Financial Model In Draft</p> <p>* Customer access numbers received e.g. footfall</p>	<p>* Customer Access arrangements not cost effective</p> <p>* Conflicting demands upon available resources.</p> <p>* Development constraints affecting Deane House site (links to risk 2 above), including access, flooding, TPO's and environment, value of existing car parking, need to retain parking for pool(86% of customers come by car)</p> <p>* Upfront investment too expensive</p>	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)			Portfolio
4.3	Asset Strategy		G	↔	Approval to adopt Asset Strategy will be sought at Taunton Deane Council on 12 Nov 13	Stakeholder engagement completed. Draft Strategy produced and approved by CMT.	* Inability to provide detailed cost data property by property will delay our ability to implement the strategy * This project potentially overlaps with other key projects such as the Customer Access/Accommodation project, the Pools Project & DLO relocation	Corp Resources
4.4	DLO depot relocation feasibility		G	↔	Business Case 1/12/13 Scrutiny 21/1/14 Executive 5/2/14 Full Council 25/2/14	Additional alternative freehold site identified within Taunton, potentially suitable.	* All offers are subject to negotiation and could go up or down. * If the decision is made not to sell, an asset management plan for the existing site will be required. * Other potential sites may come to market further delaying decision making. * Members decide they would like to sell the site with no alternative agreed. * Preferred bidder pulls out.	Corp Resources
4.5	Southwest One Review		G	↔	Delegated approval sought at Full council 12/11/13. Agree and complete contractual changes with SWO. Service and staff transfers.	High level commercial agreement with SWO. Project team, governance & plan in place. Staff consultation completed. Scrutiny meeting 22/10/13.	Service deterioration transitional period, particularly property service. Difficult to precisely model service costs leading to slight budget deficit. Other commercial or staffing risks that are confidential.	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio
SECTION 2) MANAGING FINANCES						
5.1	Budget monitoring To control spending within approved budget total for the year	a) General Fund Revenue within 1% = ☺ 1 – 2% = ☹ over 2% = ☹	G	↑	At the end of September 2013, the Council's net outturn for General Fund services based upon current trends is predicted to be £84k (0.64%) below budgeted levels. This variance is due to a range of factors as outlined within the report. Regular monitoring processes are in place, and appropriate actions will be determined and implemented as required.	Corp Resources
		b) General Fund Capital within 2% = ☺ 2 – 3.5% = ☹ over 3.5% = ☹	G	↔	Spending within the General Fund capital programme is at budgeted levels.	Corp Resources
		c) Housing Revenue (HRA) within 0.5% = ☺ 0.5 – 2% = ☹ over 2% = ☹	G	↔	There are a number of significant variances from both planned levels of income and expenditure. However, when these are netted together the actual predicted outturn after the first half of the year, is that the HRA will have a surplus of £129k (0.5%).	Corp Resources
		d) HRA Capital within 2% = ☺ 2 – 3.5% = ☹ over 3.5% = ☹	G	↔	Spending within the HRA capital programme is low at the end of quarter 2, but in line within the anticipated spending profile.	Corp Resources
		e) Council Tax Support within £25k = ☺ £25k-£50k = ☹ over £50k = ☹	G	↔	On target Budget £6,125k Current predicted expenditure £5,930k, leaving us with a safety net of £195k	Corp Resources
		f) Business Rates Net rate yield	G	↔	As at 30/9/2013 = £39.6M Up £809K from 30/9/2013	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio
5.2	Reserves To maintain an adequate reserve (based on financial risk analysis)	General Fund reserve >£1.25m = ☺ £1 - £1.25m = ☹ <£1m = ☹	G	↔	The opening General Fund reserve balance as at the 1 April 2013 of £3,943k, has been significantly reduced by subsequent allocations including £1,500k to the Blackbrook Swimming Pool project. The revised balance of £1,845k would be increased by £84k if the current year predicted outturn proved to be accurate, the residual balance of £1,929k would still be above minimum requirement of £1,500k.	Corp Resources
5.3	Next year's budget gap	A balanced budget 2014/15	A	↓	Corporate Scrutiny considered an updated MTFP, along with indicative savings targets for 2014/15 in September 2013. CMT is now preparing a Budget Proposal for 14/15 within the High Level Principles set out in this Scrutiny report. CMT will report on progress to Corporate Scrutiny in November 2013.	Corp Resources
5.4	Debt collection	a) Council Tax Target = 97.8%	A	↓	Actual for Q2 = 63.01% The target for Q2 = 63.39% (Q2 last year = 63.55%) Slightly behind target. We are monitoring closely the impact of the introduction of Localised Council Tax Support and a new 12-month payment plan.	Corp Resources
		b) NNDR Target = 98.4%	G	↑	Actual for Q2 = 62.7% The target for Q2 = 59.81% (Q2 last year = 60.01%)	Corp Resources
		c) Housing Rent Target = max arrears £360k)	G		As at 30 Sept, the figure for rent arrears was £411K . The target for the year is £360K . The figure was high due only to the timing of the direct debit repayments due on the 2rd of the month. On the 8th October the figure was £353K therefore we feel it is appropriate to mark the indicator green.	Housing
		d) Sundry Debts position (In SAP only*)	A	↑	Debts greater than 90 days fallen for the first time below £0.5m. As at 1st Oct 2013 debt = £1.287m As at 1st Oct last year debt = £1.67m As at 1st Oct 2013 debt over 90 days old = £0.46m As at 1st Oct last year debt over 90 days old = £1.05m Appropriate measures are being developed.	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio
5.5	Benefits subsidy	To achieve 100% subsidy	G	↔	The lower threshold for TDBC is £153k pa. The predicted outturn is £37k leaving us with a £116k safety net.	Corp Resources
5.6	Procurement Transformation Project Ensure TDBC realises benefits of the various transformation projects	Value of Procurement Savings against target (based on 'loan' repayment figure)	A	↑	£2.891m of savings initiatives have been signed-off and agreed at 31 Aug 2013 (the latest date for which validated procurement data is available) of which £1.824m has been delivered. An update on the procurement savings position was provided to Corporate Scrutiny on 19 Sept 2013 which set out the position based on the then most recent data, which was at 31st July 2013.	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio
3. CORPORATE HEALTH (People, Customer Service, & Corporate Governance)						
6.1	People	a) Staff sickness	A	↑	Target = 8.5 max working days lost per Full-Time Employee (FTE) Apr-Sept 2013 actual = 3.77 days per FTE (same period last year = 4.93 days) Year-end Projection = 9 days (reflecting higher sickness levels Autumn - Winter)	Corp Resources
		b) Staff Turnover	G	↔	Target - 12% (voluntary leavers as % of staff in post) Total turnover for Q1 and Q2 = 5.5% Voluntary turnover for Q1 and Q2 = 3%	Corp Resources
6.2	Delivering customer driven services To deliver customer focussed services, achieving high levels of customer satisfaction.	a) Calls resolved at 1 st point of contact	G	↑	Target - for Contact Centre 92 %. Quarter 2 actual = 97.55% Total for Year = 97.39% (Qtr 2 last Year = 95.10%)	Corp Resources
		b) Calls answered within 20 seconds	G	↑	Target - for Contact Centre 80 %. Quarter 2 actual = 82.71% Total for Year = 80.35% (Qtr 2 last Year = 80.83%) 6313 out of 36506 answered waited longer than 20 seconds during quarter.	Corp Resources
		c) Calls abandoned	G	↑	Target for Contact Centre <5%. Quarter 2 actual = 3.07% Total for Year = 3.48% (Qtr 2 last Year =4.32%) 1157 calls out of a total of 37663 offered abandoned during quarter	Corp Resources
		d) Customer Feedback (Complaints & Compliments)	A	↑	Target - 100% of complaints responded to within 10 days. Qtr 2 actual = 81% complaints being responded to within target 10 days (Qtr2 last year = 76%) Total number of feedback Qtr 2 = 66 (Qtr2 last year 2012/13 = 79) Total number complaints Qtr 2 = 43 (Qtr2 last year 2012/13 = 38) Total number compliments Qtr 2 = 15 (Qtr2 last year 2012/13 = 35)	Corp Resources

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio												
		e) Freedom of Information (FOI) requests	G	↔	<p>Target - 75% of queries answered within 20 working days of receipt. Qtr 2 actual = 83% of requests were answered and closed within target (out of 148 requests).</p> <p>Q2 (last year) = 74% of requests were answered and closed within target (out of total of 100)</p>	Corp Resources												
6.3	<p>Corporate Governance Action Plan</p> <p>Deliver the action plan, focussing on high priority areas</p>	Deliver 95% of High priority Actions, and 80% of Medium priority actions by target dates	A	↑	<p>Updated progress report was completed during September indicating the following:</p> <ul style="list-style-type: none"> - only 4 of the original 29 actions are still open - of the 4 open actions 3 are high priority and 1 is low/medium - all of the 3 high priority open actions are past their target implementation dates - work is currently being undertaken to review all open actions which have pasted their target dates. 	Corp Resources												
6.4	<p>Audit & Inspection</p> <p>Ensure that statutory Audit & Inspection obligations are met</p>	Internal audit findings	A		<p>2013-14 Internal Audit Work: In relation to quarter one there were 20 reviews.</p> <p>The following audit assessments were reported in respect of these audits where complete or draft (draft reports could be subject to change):</p> <table style="margin-left: 20px;"> <tr> <td>Green - Comprehensive assurance</td> <td>= 1</td> </tr> <tr> <td>Green - Reasonable assurance</td> <td>= 4</td> </tr> <tr> <td>Amber - Partial assurance</td> <td>= 4*</td> </tr> <tr> <td>Red - No assurance</td> <td>= 0</td> </tr> <tr> <td>Non-Opinion</td> <td>= 3</td> </tr> <tr> <td>Follow-up Audit work</td> <td>= 2</td> </tr> </table> <p>*Partials are: Data Centre Management – Draft, Taunton Deane Priority Area Strategy – Final, Non-SAP Business Critical Application – Civica – Draft, Procurement Cards – Draft.</p>	Green - Comprehensive assurance	= 1	Green - Reasonable assurance	= 4	Amber - Partial assurance	= 4*	Red - No assurance	= 0	Non-Opinion	= 3	Follow-up Audit work	= 2	Corp Resources
Green - Comprehensive assurance	= 1																	
Green - Reasonable assurance	= 4																	
Amber - Partial assurance	= 4*																	
Red - No assurance	= 0																	
Non-Opinion	= 3																	
Follow-up Audit work	= 2																	

Ref	OBJECTIVES	MEASURES	Alert	Trend	Performance data & comments (Key risks/issues/achievements)	Portfolio
6.5	Equalities & Diversity Ensure compliance with general & specific duties of Equalities Act 2010	Delivery of corporate Equalities action plan	A	↓	Target - To deliver all actions by target date A revised Corporate Equalities Action Plan has been agreed with CMT (with reference to SWAP audit undertaken in 2012). Only 3 out of 6 Themes have adopted and are delivering actions within individual Theme Action Plans. This continues to pose a risk to the authority. Monitoring of CEAP will be undertaken quarterly by CMT. SWAP audit refresh to commence Oct' 2013.	Community Leadership
6.6	Risk Management To ensure major risks are managed by embedding Risk Mgt Strategy	Delivery of RM Strategy & action plan	G	↔	Risk management processes continue to be implemented robustly at strategic, operational and programme/project levels throughout the council. CMT conducted a review of strategic risks in November, considering recent key strategic decisions and changes in our context. A refreshed corporate risk register will be reported to the Corporate Governance committee in the New Year.	Corp Resources
6.7	Health & Safety To raise the standard of Health & Safety knowledge & performance	Delivery of Corporate H & S Action Plan	G	↑	Progress is being made towards corporate objectives in Health and safety, actions are being completed and reported through the Health and Safety committee as well as corporate governance. These reports will have greater focus on trends and analysis than was previously the case.	Corp Resources

Appendix B - Strategy and Performance Theme – 2013/14 Quarter 2 Scorecard Highlight Report

Key achievements & successes in quarter
1. Family Focus project now has 6 family support workers and we have attached 90 families. Actively working with approx 70 families
2. Programme Mgt strengthening and being treated as two programmes (transformation and growth), with stronger project governance
3. Provided a strong PR presence through a range of issues (West Somerset, SW1, Brewhouse etc)
4. Rolled out Safeguarding training and receiving referrals. Shared our approach with Chief Execs - being seen as District best practice in Somerset
5. Strengthened Health and Wellbeing links with GP Federation and PPGs

Key amber alerts	Action/Comment
1. Need more formalised Prog Mgt structure approach around Transformation projects to manage overlaps/links	Developed proposal for CMT
2. More work needed on value for money / benchmarking appraisal of Council	Resource allocated for Qtr 3
3. Further focus needed on Health and Wellbeing to meet commitments to GPs and TDP	Temp backfill being put in place
4. Ongoing work needed on Family Focus to ensure partnership buy-in and response to families	Action Plan in place
5. Additional focus needed to manage ambitions of private sector housing partnership in light of budget restrictions	Ongoing dialogue

Key red alerts	Action/Comment
1. Complaints process – ensure system is working and responses not being unnecessarily delayed	Will address Oct '13

	No. of measures	☺ Green	☹ Amber	☹ Red	N/A
Totals	24	63% (15)	33% (8)	4% (1)	0% (0)
Trend from last Qtr	↔	↑	↑	↓	↓

Significant risks and issues	
1.	Capacity: resolve staff backfill issue asap to keep work on track
2.	Still ongoing work required to ensure Equalities is being properly addressed and considered – but this is improving
3.	Family focus – Robust family attachment procedures needed. Capacity of partner agencies to act as key workers. Lack of engagement from adult mental health services. Information sharing.
4.	Our ongoing ability to financially commit capital to the SWPSHP could result in a lesser deal for TDBC within the partnership

Key objectives for next quarter
<ul style="list-style-type: none"> ▪ Further develop proposal on improved Programme Management ▪ Complete benchmarking and VfM analysis of Council to aid future budget and service decision making ▪ Finalise and share Communications map for programmes to ensure comms are joined up across projects and work ▪ Advertise for additional capacity for Family Focus to meet target families ▪ Engage with town and parish councils on devolvement opportunities ▪ Develop Health and Wellbeing profile of council services and directory of contacts for GP Federation and GP practices ▪ Publish Climate Change Community Strategy and publicise. Recruit temp Climate Change Officer to complete ongoing work ▪ Assess 2014/15 grants applications for approval through grants panel

Comments to escalate/Promises & Requests
None

Appendix B - Corporate & Client Services – 2013/14 Quarter 2 Scorecard Highlight Report

Key achievements & successes in quarter
1. Procurement of Asset Strategy consultants & commencement of the review exercise
2. Completion of the SWO review exercise
3. Insurance contract renewal & price reduction
4. Agreement of parking charge contract reduction
5. HR & ICT project support for the Shared Service project

Key amber alerts	Action/Comment
1.	
2.	
3.	
4.	
5.	

Key red alerts	Action/Comment
1. SWO	Potential impact of IBM/SYNNEX deal on SWO
2. PSN compliance	Removing OWA access, implementing 2 factor authentication & resubmitting CoCo
3.	
4.	
5.	

	No. of measures	🟢 Green	🟡 Amber	🔴 Red	N/A
Totals	159	66% (105)	25% (39)	3% (5)	6% (10)
Trend from last Qtr		↓	↓	↔	↓

Significant risks and issues
1. Capacity/resource in view of the volume & pace of change
2. Failure to achieve PSN compliance result in
3. IBM/SYNNEX deal potential impact on SWO
4.
5.

Key objectives for next quarter
<ul style="list-style-type: none"> ▪ Maintaining service delivery & managing member expectations through a period of significant change ▪ Progress the return of services from SWO, if required, following the Member decision on 12 Nov ▪ Completion of the Asset Strategy project ▪ Finalising budget savings options ▪ Provision of ongoing HR & ICT support for key projects ▪ Managing the IBM/SYNNEX issue

Comments to escalate/Promises & Requests
Understanding that our ability to deliver may be impacted by the implementation of the shared services project restructure

Appendix B - Legal & Democratic Services – 2013/14 Quarter 2 Scorecard Highlight Report

Key achievements & successes in quarter
1. Handover of Land Charges to Building Control on the 1 st September 2013
2. Project Board meetings on PALC has kept the pressure on to get completed
3. Completion of s113 agreement and Inter Authority Agreement
4. Near completion of business case for legal shared services
5. Budget options completed ahead of schedule.

Key amber alerts	Action/Comment
1. Equality Action Plan	A further review of what is left is required as I think things have progressed.
2.	
3.	
4.	

Key red alerts	Action/Comment
1. Audit recommendations	Will be completed before March 2014
2.	
3.	
4.	
5.	

	No. of measures	☺ Green	☹ Amber	☹ Red	N/A
Totals		% (N)	% (N)	% (N)	% (N)

Significant risks and issues
1. There are no significant risks or issues.
2.
3.
4.
5.

Key objectives for next quarter
<ul style="list-style-type: none"> ▪ Completion of PALC installation and go live. ▪ Progress Case management system ▪ Continue to progress the legal shared services project.

Comments to escalate/Promises & Requests
None

Appendix B - PLANNING AND DEVELOPMENT – 2013/14 Quarter 2 Exception/Highlight Report

Key achievements & successes in quarter

- Community Infrastructure Level Examination’s report received
- Local Development Scheme agreed
- Preferred Options Site Allocation and Development Management Plan drafted
- Updated Gypsy and Traveller Accommodation Assessment complete
- Climate Change and Resilience Strategy complete (awaiting adoption)
- Local Requirement for validation of planning applications adopted
- Publication of Greenhouse Gas report
- Publication of Retail and Leisure monitoring report
- Green Wedge Assessment complete
- £494k Living Landscape Heritage Lottery bid with Somerset Wildlife Trust successful
- Funding secured for Parmin Close development
- Statement of Community Involvement drafted
- Planning proposals for “minor” and “other” category of applications decision period on target.
- Planning Protocol agreed by Scrutiny
- Affordable Housing Audit – substantial with no recommendations
- Affordable housing SPD drafted
- Ruskin Close development complete and officially opened
- Phase 1 of Victoria Gate development complete
- Phase 2 of Victoria Gate development started

Current key issues

	RAG
1. Failure to delivery 700 new homes	☹
2. Failure to achieve major application planning target of 60% of the applications determined within 13 weeks	☹

3. Toneworks – Lack of solution in light of Fox Brothers looking to relocate elsewhere within Wellington	☹
4. Tonedale – Lack of solution in light of no movement on developing site	☹
5. Government Help to Buy policy has implication on delivery of intermediate affordable housing	☹

Current key risks

	RAG
1. Failure to resolve Western Relief Road (WRR) issue delays delivery of urban extension and failure to secure second tranche of CLG funding	☹
2. Delays may occur in the implementation of CIL if software not in place.	☹
3. The team is not resourced to deal with a sudden upsurge in planning applications submitted and the need to complete all outstanding Section 106 Agreements prior to the CIL implementation date.	☹
4. No supply of Gypsy and Traveller sites and limited options to remedy	☹
5. Failure to maintain five year supply of sites	☹
6. Limited capacity of Planning Policy team could lead to delay in delivering timetable for Plan adoption.	☹
7. Failure to pick up changes in Guidance and Legislation and having the resources available to implement changes securely	☹

Appendix B - PLANNING AND DEVELOPMENT – 2013/14 Quarter 2 Exception/Highlight Report

Missings/breakdowns

- Accessibility and flexibility of current Website is a block to improvement in customer service delivery.

Key objectives for next quarter

- Planning Application for Parmin Close development registered
- Respond to funding announcement and bring forward more affordable housing sites
- Substantive progress on WRR issue
- To achieve major application planning target of 60% of the applications determined within 13 weeks
- Adoption of Climate Change and Resilience Strategy
- Agree budget plan for the use of the CLG for Largescale Development Capacity grant
- Appointment of new Climate Change Officer.
- CIL for adoption at Full Council (implement for April 2014)
- Consultation on SADMP preferred option
- Publication of Authority's Monitoring Report
- Substantive progress on WRR issue
- Agree way forward on Tone Works and Tonedale

Promises & Requests (outstanding / unresolved from previous review)

None

Appendix B - Community and Commercial Services Theme 3 – 2013/14 Quarter 2 Exception/Highlight Report

Key achievements & successes in quarter
<ul style="list-style-type: none"> ▪ Improvements in job completion data processing have lead to increased performance against targets measures. Although two of the priorities are still red this is the closest ever to meeting target. ▪ Cross Authority working group in place to consider building control shared service options ▪ Handover of Station Road pool to renovation contractors. ▪ Void property turn around at its fastest at 12days against a target of 21 days ▪ DLO budgets have been re written for more transparency ▪ Transfer of Local Land Charges to building Control ▪ Building control budget has been balanced for 13/14

Current key issues / achievements	RAG
1. Improved performance P1 jobs target 98%	96.14
2. Improved performance P2 jobs target 94%	90.72
3. Improved performance P3 jobs target 85%	93.99
4. Improved performance P4 jobs target 85%	94.49
5. Fly tip waste removals within 5 days	86%

Current key risks	RAG
1. Building Control service delivery and plans checking target (up from 23%)	63%
2. Sickness – Sickness statistics remain a concern and continue to be monitored through HR and occupational health	
3. ICT, Public Access Land Charges system installation running behind schedule, SWOne yet to give a firm date for	

installation

Missings/breakdowns
<ul style="list-style-type: none"> ▪ Budget revisions for Nursery ▪ Equalities training for lead officer level has not yet been delivered ▪ Get phase one of mobile working in place with device selection

Key objectives for next quarter
<ul style="list-style-type: none"> ▪ Member report on depot relocation project (Jan / Feb) ▪ Recruitment to various vacant posts within theme ▪ Split out DLO figures for void property completion (major/minor) ▪ Training for new ICT system implementation ▪ Building Control business case completion

Promises & Requests (outstanding / unresolved from previous review)
All P&R's from last Quarter complete

Appendix B - Health and Housing – 2013/14 Quarter 2 Scorecard Highlight Report

Key achievements & successes in quarter
1. Creechbarrow Road decant completed.
2. Creechbarrow Road planning consent approved.
3. First stage Deane Helpline report considered at Scrutiny.
4. Voids performance is lowest ever (12.33 days).
5. Acquisition of two properties now on rent roll (more in pipeline).
6. Dog Warden service, new supplier agreed from April 2014 onwards.
7. Good progress with food inspections catch up programme.
8. Good progress with One Team despite a few teething problems.
9. Initial assessment of Creechbarrow Design and Build tenders suggest favourable prices from initial modelling.
10. Planning Permission Granted for West Bagborough and Normandy Drive (15 new homes). Bacon Drive (4 new homew) re submitted due to highways issues.

Key amber alerts	Action/Comment
1. No Passivhaus scheme yet, looking for an alternate site.	Looking for alternative site
2. Licensing fees challenge and review.	In progress

Key red alerts	Action/Comment
1. Repairs performance.	Ongoing
2. Deane Helpline Income –loss of contracts £50K	Review

	No. of measures	☺ Green	☹ Amber	☹ Red	N/A
Totals	77	60% (46)	13% (10)	19% (15)	8% (6)

Significant risks and issues	
1.	High Void and Repair costs via DLO.
2.	Compliance matters on Housing Assets – Gas Safety, Asbestos, Electrical Testing.
3.	Creechbarrow has deflected capacity from other new HRA capital projects e.g. extensions, work on estates (mobility scooter stores, parking spaces) which are going to slip.
4.	Negotiating Planning and Section 106 contributions on our own schemes
5.	Creechbarrow delays in highways stopping up risk delayed start on site, will need to look at alternative ways to start on site in December.
6.	RtB sales 36 so far this year, pressure to utilise receipts.

Key objectives for next quarter
<ul style="list-style-type: none"> ▪ Progress identification of and implement schedule of rates. ▪ Evaluate Asset Management Database purchased by DLO in terms of suitability for all Council Assets. ▪ Creechbarrow contractor selection contract signing and start on site and agree Sect 106 agreements. ▪ Progress HRA business plan review. ▪ Decisions required on use of Affordable rent and therefore our ability to bid for HCA Grant, model Normandy Drive scheme to illustrate. ▪ Initiate work on non-traditional regeneration schemes.

Appendix B - Southwest One services – 2013/14 Quarter 2 Scorecard Highlight Report

Key achievements & successes in quarter
1. Annual Accounts unqualified, plus good feedback from External Auditors
2. Improved budget monitoring reports through SAP
3. Planning/preparation for Customer Services new telephony, ready for October implementation
4. PC/server refresh programme started, Windows 7 project start up
5. Procurement support for swimming pool project
6. PREDs launched in SAP
7. Sickness training package developed; Wellbeing and Sickness policy revised

Key amber alerts	Action/Comment
1. Planning for return of services and smooth transition	Action plan agreed with client team
2. ICT service	Action plan agreed with client team
3. Sickness absence: rolling 12 month period = 9.32 FTE days (0.11 up on previous quarter but 0.62 improvement from previous 12 month figure)	Action plan developed within Southwest One

Key red alerts	Action/Comment
1. Procurement savings target	Service Delivery Plan produced; plus see next quarter's objectives
2.	

	No. of measures	☺ Green	☹ Amber	☹ Red	N/A
Totals	34 (KPIs)	% 94	% (N)	% 6	% (N)

Significant risks and issues
1. Ensuring stability of services affected by potential transfer back
2. Planning for contract end 2017

Key objectives for next quarter
<p>Customer services: New Telephony Platform; Automation</p> <p>P&FM Progressing implementation of "Atrium" property management system</p> <p>Finance Improving overall P2P process using lean system thinking Electronic invoicing Improving financial management info on SAP</p> <p>HR Cross cutting helpdesk project RTI information (HMRC);sickness absence; improved use of on line forms</p> <p>ICT Windows 7 progression; Helpdesk consolidation and improvement; DLO Infrastructure project</p> <p>Procurement Full review of savings pipeline /opportunities; round table events with senior managers /commissioners</p>

Comments to escalate/Promises & Requests
None

Health & Housing Services Scorecard Q2 2013/14

APPENDIX C

Housing HRA

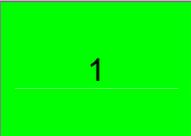
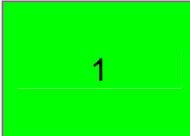
KEY TO ALERTS

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

KEY TO QUARTILES

	1 st Quartile		2 nd Quartile
	3 rd Quartile		4 th Quartile

1. MANAGING FINANCES

MEASURE	MEASURE ALERT	ACTUAL	COMPARISON WITH ALL COUNCILS NATIONALLY			COMPARISON WITH ALL HOUSING PROVIDERS NATIONALLY		
			QUARTILE	NO. IN SAMPLE	TDBC RANK	QUARTILE	NO. IN SAMPLE	TDBC RANK
1. Housing Revenue Account Overall expenditure against budget		Forecast: £129,166 underspend against £24,955,700 (0.52% underspend)	N/A	N/A	N/A	N/A	N/A	N/A
2. Income Team Former tenant arrears as a % of annual rent debit Target = 5%		0.53%		25	5		119	20
3. Income Team Rent written off as a % of annual rent roll Target = 0.70%		Now an annual measure in Housemark, will report in Q4.	N/A	N/A	N/A	N/A	N/A	N/A
4. Income Team % of rent lost through dwellings being vacant Target = 2%		0.79%		27	7		124	40

<p>5. Estate Management Team Rent arrears owed by current tenants as at end of quarter. Target = £360,000 <i>Corporate Indicator</i></p>		<p>£411,360.11 this figure is high due to the timing of direct debt payments due on 3rd of the month. On 4 October 2013 the figure was £338,875.40. the following Monday 8 October 2013 figure was £353,434.52 therefore we feel it is appropriate to mark the indicator amber.</p>	N/A	N/A	N/A	N/A	N/A	N/A
<p>6. Estate Management Team Rent collected as a % of rent owed excluding arrears b/f Target = 98.3%</p>		<p>100.33%</p>	1	26	4	1	115	19
<p>7. Local Authority Major Aids and Adaptions Amount spent to date, target £339,100.</p>		<p>£97,564 commitment of spend to date plus £62,255 commitment (£44,141 actual spend mth 6).</p>	N/A	N/A	N/A	N/A	N/A	N/A
<p>8. Minor Aids and Adaptions Amount spent to date, target £135,000</p>		<p>£93,693 commitment of spend to date (£48,519 actual spend mth 6).</p>	N/A	N/A	N/A	N/A	N/A	N/A
<p>9. Housing Debt Total amount of housing debt across all categories, houses, shops, land, etc.</p>		<p>£820,853.64 Theme scorecard shows debts levels are lower than the same report last year. There is still work to do on aged debts. Work to reduce Rechargeable Repair Debt has begun and Rent Arrears are shown as a separate indicator above.</p>	N/A	N/A	N/A	N/A	N/A	N/A

2. SERVICE DELIVERY – SATISFACTION

MEASURE	MEASURE ALERT	ACTUAL	COMPARISON WITH ALL COUNCILS NATIONALLY			COMPARISON WITH ALL HOUSING PROVIDERS NATIONALLY		
			QUARTILE	NO. IN SAMPLE	TDBC RANK	QUARTILE	NO. IN SAMPLE	TDBC RANK
1a. Housing Services General needs tenants' satisfaction with landlord services overall Target = Top quartile performance status survey <i>Result from 2013 STAR Survey</i>		Actual = 86% Target = 88%	2	23	10	3	190	97
1b. Housing Services Sheltered housing tenants' satisfaction with landlord services overall Target = Top quartile performance status survey <i>Result from 2013 STAR Survey</i>		Actual = 88% Target = 95%	4	17	14	4	131	106
2a. Housing Services % of general needs tenants satisfied that their views are taken into account Target = Top quartile performance status survey <i>Result from 2013 STAR Survey</i>		Actual = 65% Target = 73%	2	22	11	3	185	132
2b. Housing Services % of sheltered housing tenants satisfied that their views are taken into account and acted upon Target = Top quartile performance status survey <i>Result from 2013 STAR Survey</i>		Actual = 71% Target = 82%	3	15	10	4	124	97

3. Lettings Team % of tenants who have reported anti-social behaviour in the past 12 months, rating the help and advice given as excellent or good Target = 66%		85%	N/A	N/A	N/A	N/A	N/A	N/A
4. Lettings Team % of new tenants satisfied with the allocations and letting process Target = 86%		92%	2	9	5	3	47	33
5. Lettings Team % of new tenants satisfied with the lettable standard of property Target = 86%		92%	N/A	N/A	N/A	N/A	N/A	N/A
6. Repairs & Maintenance % of tenants satisfied with the most recent repair Target = 98%		96.97% Work ongoing to improve satisfaction.	2	26	11	2	133	51
7. Supported Housing % of tenants satisfied with the Extra Care Housing service Target = 86%		100%	N/A	N/A	N/A	N/A	N/A	N/A
8. Satisfaction of Gas Servicing % of tenants satisfied with the Gas Service procedure Target = 90% <i>Annual Housemark Measure</i>		98.4%	N/A	N/A	N/A	N/A	N/A	N/A
9. Local Authority Major Aids and Adaptions % satisfaction, target 95%.		100% of respondents were very satisfied (both with the help received in getting the adaptation and with the quality of the completed work)	N/A	N/A	N/A	N/A	N/A	N/A

3. SERVICE DELIVERY – DECENT HOMES

MEASURE	MEASURE ALERT	ACTUAL	COMPARISON WITH ALL COUNCILS NATIONALLY			COMPARISON WITH ALL HOUSING PROVIDERS NATIONALLY		
			QUARTILE	NO. IN SAMPLE	TDBC RANK	QUARTILE	NO. IN SAMPLE	TDBC RANK
1. Asset Management Average SAP (energy efficiency) rating of housing stock Target = 70 <i>Annual Housemark Indicator</i>		66.08 We are considering an eco funding bid for external wall insulation to around 400 homes which should increase our rating. The SAP software upgrade is currently in test.	N/A	N/A	N/A	N/A	N/A	N/A
2. Asset Management % of dwellings with a valid gas safety certificate Target = 100%		99.93% Three properties did not have a valid gas certificate at the end of the quarter. One property was serviced within one day of the quarter end, the other within 3 days and the final one within 10 days	2	27	13	3	164	97

4. SERVICE DELIVERY – MANAGE HOUSING STOCK AND MAINTENANCE SERVICE TO MEET THE NEEDS OF THE TENANTS

MEASURE	MEASURE ALERT	ACTUAL	COMPARISON WITH ALL COUNCILS NATIONALLY			COMPARISON WITH ALL HOUSING PROVIDERS NATIONALLY		
			QUARTILE	NO. IN SAMPLE	TDBC RANK	QUARTILE	NO. IN SAMPLE	TDBC RANK
1. Lettings Team % of closed ASB cases that were resolved Target = 66%		100%	1	24	1	1	135	1
2. Lettings Team Average re-let time (calendar days) Target = 21 days		12.33 days	1	22	1	1	127	5
3. Lettings Team % of dwellings that are vacant but unavailable to let (this includes dwellings undergoing or awaiting major works, held for decant, illegally occupied or awaiting demolition) Target = 0.5%		0.74% During this period there were a high percentage of major works void properties.	3	20	14	3	112	76
4. Lettings Team % of dwellings that are vacant and available to let Target = 0.5%		0%	1	20	1	1	115	1
5. Repairs & Maintenance % of properties re-let that meet lettable standard (20% sample) Target = 100%		Under development	N/A	N/A	N/A	N/A	N/A	N/A
6. Lettings Team % of properties accepted on first offer Target = 75%		78.18%	1	15	1	1	78	16

7. Housing Services % of tenants on whom the landlord holds diversity information Target = 90%		56.2%. We are constantly incrementally collecting this data. Our percentage last quarter was 54.87%	N/A	N/A	N/A	N/A	N/A	N/A
8. Repairs & Maintenance Proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non-urgent repairs expenditure to HRA dwellings. Performance criteria = lowest Target = 15%		Under development	N/A	N/A	N/A	N/A	N/A	N/A
9. Repairs & Maintenance % of repairs completed on first visit Target = TBC		Under development	N/A	N/A	N/A	N/A	N/A	N/A
10. Repairs & Maintenance Completion of repairs within priority target times: Emergency (within 24 hours) Target =98%		93.92% Decision now made to utilise weekly completions reports to investigate reason for jobs completed out of priority, the end result being to increase performance.	3	30	24	4	160	141
11. Repairs & Maintenance Completion of repairs within priority target times: Urgent (within 3 working days) Target =94%		86.45% Decision now made to utilise weekly completions reports to investigate reason for jobs completed out of priority, the end result being to increase performance.	4	27	25	4	139	134

12. Repairs & Maintenance Completion of repairs within priority target times: Non Urgent (up to 28 days) Target =85%		92.19%	3	28	20	4	152	127
13. Community Clean ups Number of events held, broken down by area		Darby Way, Bishops Lydeard Darwin Close, Taunton Howard Road, Wellington Leycroft Road, Taunton Lyngford Square, Taunton Courtfields, Milverton	N/A	N/A	N/A	N/A	N/A	N/A
14. Tonnage removed From clean ups, broken down by event		Darby Way, Bishops Lydeard – 1.88 Darwin Close, Taunton – 2.56 Howard Road, Wellington – 2.16 Leycroft Road, Taunton – 2.9 Lyngford Square, Taunton - 4 Courtfields, Milverton – 1.76	N/A	N/A	N/A	N/A	N/A	N/A
15. Events supported Number of events/activities put on or supported by the team, broken down by area		Happy Halcon x 6 Halcon Brunch Club x 10 Young Wood/John Muir Award Halcon Charity Community Event Pride in Priorswood x 5 Domestic Abuse Awareness Raising events – Somerset College and Richard Huish National Citizen Service – Lodge Close Wellington, Hamilton Park and French Weir Wellington Skate Park	N/A	N/A	N/A	N/A	N/A	N/A

HEALTH & HOUSING SERVICES SCORECARD Q2 2013/2014

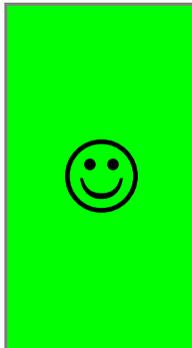


General

KEY TO ALERTS

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

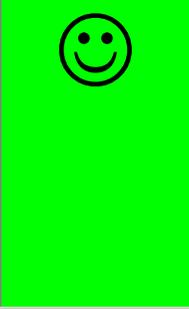
1. MANAGING FINANCES

Ref	OBJECTIVES	MEASURES	MANAGER RESPONSIBLE	MEASURE ALERT	CURRENT AND FUTURE ISSUES
MF1	Budgets – Expenditure - To achieve a balanced budget by the financial year end in GF and HRA - Compliance with TSA financial viability standards	1. Deane Helpline Expenditure against budget	Richard Burge		Budget: £1,004,280 Actual: £513,871 51.17% of full year budget Year end forecast £998,000
MF2	Budgets – Income To maximise income opportunities and collection	1. Licensing Income vs budget	Scott Weetch		£178,840 recovered against a £244,120 budget. This is slightly up on usual income profile at this time of year.

		2. Pest Control Income vs budget	Scott Weetch		£17,177 recovered against a £33,610 budget. Remains on target to achieve budget and is in line with budget from previous year.
		3. Deane Helpline Income vs budget	Richard Burge		Budget: (£984,050) Actual: (£619,000) 62.96% of full year budget Many contracts are paid upfront, year end forecast is (£929,405). However £50k of contracts lost after budget setting.
MF3	Non Housing Debt	Total amount of Non Housing Debt	Richard Burge Scott Weetch		£66,810.66 of Non Housing Debt, October 2013. This is lower than last quarter and lower than October 2012 which was £88,018.78.

2. SERVICE DELIVERY

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

Ref	OBJECTIVES	MEASURES	MANAGER RESPONSIBLE	MEASURE ALERT	CURRENT AND FUTURE ISSUES
SD1	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	1. General All complaints responded to within 10 working days	All		27%. 15 complaints and 2 compliments were received. Of the 15 complaints 3 were anonymous. 4 were responded to within 10 days.
		2. Environmental Health Satisfaction of EH regulatory services (NI 182) Countywide Target = 75%	Scott Weetch		99% The service continues to receive excellent feedback
SD2	Housing: Homelessness	1. Housing Options N1 156 - Number of households in temporary accommodation Target = less than 56	Dave Jones		39
SD3	Environmental Health: To deliver a highly performing Environmental Health Service meeting customer and statutory expectations	1. EP – Private Water Supplies: The percentage of private water supply inspections that should have been carried out, that were carried out. Target = 75%	Scott Weetch		58 inspections done out of 74 due = 78% Private Water Supplies has been a success story of recent times and this represents the service being on target to achieve all of the necessary inspections within Government guidelines
		2. EP – Stray Dog Collection: The percentage of stray dogs collected within four hours Target = 100%	Scott Weetch		78 collections in target out of 118 = 66% This is an improved position from previous reports. The service will go to St Giles from April 2014 at which point I would expect the target to be fully met.

		<p>3. Food Safety - NP1 184 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 Target = 80%</p>	Scott Weetch		<p>964 premises out of 1064 compliant = 91% This is an excellent result, highlighting improved compliance across a range of businesses</p>
		<p>4. Food Inspection The percentage of high risk food safety inspections carried out that should have been carried out' (include all A-C rated premises and unrated) Target = 100%</p>	Scott Weetch		<p>182 inspections done out of 210 due = 87% This is an improving picture as the food catch up programme bears fruit</p>
		<p>5. Food Inspection The percentage of food safety official and alternative interventions carried out at D rated food premises that should have been carried out Target = 100%</p>	Scott Weetch		<p>69 inspections done out of 75 due = 92% Lower risk premises are now being completed as part of the catch up programme</p>
		<p>6. Food Inspection The percentage of food safety alternative enforcement interventions carried out at E rated food premises that should have been carried out. Target = 100%</p>	Scott Weetch		<p>108 inspections done out of 195 due = 55% These are the lowest risk premises and are therefore prioritised accordingly</p>
		<p>7. Environmental Protection Team reactive tasks % responded to in target time (service requests; pest control, dog matters not warden, noise, odour, drainage, air, pollution, public health) Target = 90%</p>	Scott Weetch		<p>719 of 777 service requests responded to within target time = 93% The service continues to respond well to high demands placed upon it.</p>
		<p>8. Licensing: The percentage of licensing applications that were</p>	Scott Weetch		<p>Since 01 04 13 611 applications processed, 97% (592) of which were processed</p>

		determined within 14 days Target = 95%			within 14 days. Between 01 07 13 & 31 09 13 280 applications processed, 97% (272) of which were processed within 14 days. This represents good progress against the target despite staff absence.
SD4	Deane Helpline: Review of the Deane Helpline Service	1. Call Handling (TSA target = 97.5% of calls answered within 60 seconds)	Richard Burge		99% of 197,594 calls answered within 60 seconds.
		2. Response times (TSA target of 90% attended within 45 mins).	Richard Burge		98.15% of 867 emergency calls attended within 45 mins.
		3. (i) Service Set ups Installations (TSA target = 90% completed within 2 working days)	Richard Burge		100% of installations completed within 2 working days.
		3. (ii) Maintenance & repair (TSA target = 90% completed within 48 hours)	Richard Burge		96% of critical repairs completed within 48hrs.

3. THEME MANAGEMENT/GOVERNANCE

Ref	OBJECTIVES	MEASURES	MANAGER RESPONSIBLE	MEASURE ALERT	CURRENT AND FUTURE ISSUES
TMG1	Equalities and Diversity Support the Council's approach to Equalities and Diversity	Action Plan is updated with new actions from EIAs as completed. Progress against actions reviewed min quarterly.	All		Theme EAP reviewed October 2013, 14 actions on track (green) one amber (to be completed by Homefinder Somerset Monitoring Board).
TMG2	Risk Management To ensure major risks are managed	Completion of risk management matrix for the Theme	All		Risk management register completed for Service Plan in Feb 2013. <ul style="list-style-type: none"> 21 risks, 8 red, 10 amber, 3 green.
TMG3	Value for money/Benchmarking To ensure that Health & Housings provide value for money	"Housemark" scheme	SH		Data entered this quarter onto Housemark system to generate rankings with other councils.
TMG4	Health and Safety Compliance with all Health and Safety legislation	Health & Safety – completion of local responsibilities form for managers Implementation of H & S Action Plan Accidents and incidents	All		Local responsibilities template completed Business Support, EH, DHL and Housing. Further Housing templates may be required, to be assessed. Two service audits completed to date. H&S Action plan will be completed when all the audits are complete.
TMG5	Business Continuity To ensure plans are in place to cover non-availability of staff, physical resources and delivery platforms	Completion of 5 Business Continuity Plans Target = 100% completion Business Continuity Plan is in place and is up to date	All		Five BCP completed, Housing, HPS, DHL, EH and Business Support. i) Last BCP review Nov 2012 ii) No testing of BCP to date
TMG6	Audit & Inspection To deliver actions resulting from Internal	High priority audit recommendations 100% completed on time.	All		Returned completed audit spreadsheet., 6 open actions all green.

	and External Audits	Medium and low recommendations 75% completed on time.			
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4. PEOPLE

Ref	OBJECTIVES	MEASURES	MANAGER RESPONSIBLE	MEASURE ALERT	CURRENT AND FUTURE ISSUES
P1	Wellbeing & sickness management A reduction in absence levels whilst maintaining morale & wellbeing	Theme overall and service unit sickness days. Target = max 8.5 working days lost per FT employee Long term sickness cases YTD and active	James Barrah		Average no of working days lost per employee is 5.48 days to end Sept, 10.97 days are projected to year end. Long term sickness: 7 staff over the last six months, only one now active.
P2	Employee relations and internal communications	iii) Regular team meetings and 1-2-1's iv) No. of disciplinaries v) No. of grievances			No data at present.
P3	Public Relations (Internal and External) PR is embedded and proactive to uphold the council's reputation and keep the organisation informed	Increased PR activity			No data at present.
P4	Learning & Development Maintain effective performance management of people and establish and deliver development needs	% Training plan delivery (period/YTD)	All		No data at present.
		Training budget (spend)	All		No data at present.
		100% completion of full PREDS during the last 12 months	All		91.46% There are 14 overdue.
		Coaching /mentoring activity	All		No data at present.

5. PROJECTS

Ref	OBJECTIVES	MEASURES	MANAGER RESPONSIBLE	MEASURE ALERT	CURRENT AND FUTURE ISSUES
PR1	Social Housing Development Fund (Phase I sites)	Sites developed.	Caroline White		All 3 sites now in for planning. The Employers Agent will be working on the tender packs to go out to selected constructors. Constructors to be appointed before December/Jan 2014.
PR2	Retrofit Sustainable Energy Fund	Preparation of retrofit and lifestyle training project to go live 2013.	Caroline White		Surveyors now trained on identifying cold homes. Pre Qualification Questionnaire currently with SWO Procurement for checking before going to the market. The budget will be used to top up funding from Energy Company Obligations Funding for the retrofit of a selection of non traditional properties
PR3	Welfare Reform	Comprehensive response from Housing Services to support tenants and protect income.	Stephen Boland/Lisa West		Excellent progress has been made to date across the service in relation to the objectives and activities set out in our Welfare Reform Strategy document that was agreed in March 2013
PR4	Housing IT Strategy	Completion of strategy and delivery of action plan.	Shari Hallett		Actions progressing e.g. Delivery of Insight (reporting tool provisionally booked for Sept). Joining up with DLO project on delivery of Asset Management System. Interfaces, SOR RFS's with SWOne.
PR5	Halcon (Creechbarrow Road Project)	Completion of redevelopment project. <i>Corporate Indicator</i>	Rosie Reed		The Creechbarrow Road Development was awarded planning permission on 25 September. The decant and repurchase of leasehold

					properties is complete. The project team is currently in the process of selecting a contractor for the development, with tenders due to be returned on 29 October. The expected start date for work on site is currently in December 2013.
PR6	Dog Warden Review	Agreement on preferred option for future of service.	Scott Weetch		Agreement reached for 12 month trial with St Giles to act as kennels and dog warden combined from April 2014.
PR7	Halcon One Team	<i>Corporate Indicator</i>	James Barra		The One Team project has been operational since 29th April 2013. They are delivering successful results on tenancy management issues, anti-social behaviour problems, crime, domestic violence support (Chill n Chat project), Family Focus project, community development programme (Brunch Club, school holiday activities), Link Power project, Stuart the Bear Charity, Supported Sports programme, Acorns Children's Centre take-up.

GENERAL FUND REVENUE ACCOUNT SUMMARY 2013/14

	Original Budget £k	Current Budget £k	Forecast Outturn £k	Forecast Variance £k	
Service Portfolios					
Community Leadership	1,010	1,019	1,006	(13)	
Corporate Resources	2,165	2,180	2,317	137	
Economic Development, Asset Management, Arts & Tourism	991	1,368	1,395	27	
Environmental Services	4,229	4,349	4,267	(82)	
General Services	1,235	1,375	1,414	39	
Housing Services	2,599	2,571	2,551	(20)	
Planning, Transportation & Communications	(1,351)	(1,326)	(1,558)	(232)	
Sports, Parks & Leisure	2,482	2,521	2,559	38	
Net Cost of Services	13,360	14,057	13,951	(106)	(0.79%)
Other Operating Costs and Income					
Deane Helpline Trading Account	65	97	146	49	
DLO Trading Account	(101)	(77)	(77)	0	
Interest Payable and Debt Management Costs	0	0	0	0	
Interest and Investment Income	(318)	(318)	(313)	5	
Local Services Support Grant	0	0	0	0	
Parish Precepts & Special Expenses	569	569	569	0	
Capital Expenditure Funded from Revenue (RCCO)	525	3,797	3,797	0	
Repayment of Capital Borrowing (MRP)	453	453	421	(32)	
Transfers to Capital Adjustment Account	(2,537)	(2,537)	(2,537)	0	
Transfer to/(from) Earmarked Reserves	1,171	(1,237)	(1,237)	0	
Transfer to/(from) General Reserves	0	(1,677)	(1,677)	0	
Total Other Costs and Income	(173)	(930)	(908)	22	12.72%
NET EXPENDITURE BUDGET BEFORE FUNDING	13,187	13,127	13,043	(84)	(0.64%)
Formula Grant and Council Tax Income	(11,403)	(11,323)	(11,323)	(0)	
Council Tax Freeze Grant	(57)	(57)	(57)	0	
New Homes Bonus Grant	(1,727)	(1,747)	(1,747)	0	
Projected (Under)/Overspend for the Year	0	0	(84)	(84)	

ANNEX B

GENERAL FUND REVENUE ACCOUNT FORECAST VARIANCES TO BUDGET 2013/14

	Port - folio	Cost Centre Description	Forecast Variance Updates				Variance explanation	Management Action
			Q1 £k	Q2 £k	Q3 £k	Total £k		
1	PTC	Building Control – Fee earning Account	35	0		35	The variance of £35k has arisen because of reduced fee income caused by the continued economic down turn. It is however, offset by savings elsewhere in the service identified as set out in 2 below.	Budget holder will review on a monthly basis.
2	PTC	Building Control – Staffing	(82)	13		(69)	The predicted underspend has reduced slightly from Qtr 2 and is still due in part to the fact that a vacant post will not be filled. Additional income has also arisen from a new working arrangement with Sedgemoor DC; and savings have been made on third party payments to the same authority.	Budget holder will review on a monthly basis.
3	OTH	Deane Helpline	125	(76)		49	The predicted overspend has reduced to £49k. This is due to budget being allocated from elsewhere with Theme 4 to cover the additional licensing and equipment costs required and the overspend on staffing costs has also decreased. Due to the loss of a major contract income is still predicted to be lower than budgeted for by approximately £55k though this is offset by some minor underspends.	The fundamental service review of Deane Helpline to address the costs to the General Fund of operating the service is ongoing, an update report was presented to Community Scrutiny on the 5th November 2013, final options for decision making are anticipated in the Spring.
4	COR	Rent Allowances	160	(14)		146	This is a demand led service and the fluctuations in the number of people claiming benefit is outside of TDBC control. Due to the poor state of the economy and cuts in welfare benefits, customer's ability to repay overpaid benefit is severely compromised and consequently, despite best efforts, recovery rates have deteriorated. The predicted adverse variance has improved slightly from Qtr1 to £146k.	Budget holder will review on a monthly basis.

	Port - folio	Cost Centre Description	Forecast Variance Updates				Variance explanation	Management Action
			Q1 £k	Q2 £k	Q3 £k	Total £k		
5	COR	Rent Rebates to HRA	58	(3)		55	The factors influencing this service are the same as those set out for Rent Allowances above. It is anticipated that the full year impact on the budget will lead to an adverse variance of £55k.	Budget holder will review on a monthly basis.
6	ENV	Somerset Waste Partnership	(92)	(24)		(116)	The service overall is currently projected to underspend by £116k. This variance results from an £105k increase in garden waste fees; and from a small £11k underspend relating to contract charges.	Budget holder will review on a monthly basis.
7	HSG	Housing Advice	(28)	28		0	The savings within this budget have been used to mitigate other overspends within the theme.	Budget holder will review on a monthly basis.
8	PTC	Development Control Advice	(21)	(1)		(22)	The positive variance is as a result of an increase in fee income relating to applications and pre - application advice and the full year impact hasn't changed much since Qtr1.	Budget holder will review on a monthly basis.
9	PTC	Dealing with Applications	(42)	(39)		(81)	The positive variance has increased since Qtr1 due to further increases in the number of high value applications.	Budget holder will review on a monthly basis.
10	PTC	Off-Street Parking	0	(77)		(77)	There is currently an estimated under-recovery of daily income of £40k, though this is off-set by an over-recovery of penalty income. There are one-off saving from contract negotiations and a credit from 2013/13. This has resulted in a current predicted positive variance of £77k.	Budget holder will review on a monthly basis.
11	ENV	Crematorium	0	29		29	Income reductions have resulted from a decrease in the number of funerals this year, compared to the same period in 2012/13. There is also an assumption that income trends will reduce as a result of the new Crematorium in Pawlett which is expected to be operational in autumn 2013. The reduction in income has been partially mitigated by a reduction in the use of the overtime budget of £11k, due to the drop in work and installation of more efficient cremators, resulting in a forecast overspend of £29k.	Budget holder will review on a monthly basis.
12	SPL	Vivary Trading Account	0	31		31	The adverse variance of £31k is due to predictions of a shortfall of parking income.	Budget holder will review on a monthly basis.

	Port - folio	Cost Centre Description	Forecast Variance Updates				Variance explanation	Management Action
			Q1 £k	Q2 £k	Q3 £k	Total £k		
13	COR	Insurance Premium	0	(73)		(73)	The overall costs to the Council have not reduced significantly from 2012/13 though there has been a reduction in the cost to the General Fund of approximately £77k. This is due the premium being more heavily weighted towards insuring premises which has resulted in an increased cost to the HRA and a reduction to the General Fund.	No further action.
14		Various minor variances	68	(27)		41	Net of other minor variances	Budget holders will review on a monthly basis.
15	OTH	MRP (repayment of debt)	(32)	0		(32)	An anticipated full year reduction in debt repayment.	No further action.
		GRAND TOTAL	149	(233)		(84)		

Note: Variances below £20k have been grouped together in line 14 'Various minor variances'.

Key: Portfolios

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

ANNEX C**GENERAL FUND RESERVES SUMMARY 2013/14**

	£k	Current Budget & Forecast £k
Balance Brought Forward 1 April 2013		3,943
Supplementary Estimates		
Joint Management & Shared Services Project (Approved March 2013)	(67)	
Blackbrook Swimming Pool (Approved May 2013)	(1,500)	
Customer Access and Accommodation Project (Approved May 2013)	(70)	
Asset Strategy Project (Approved May 2013)	(40)	
Joint CEO restructure costs (Approved July 2013)	(35)	
Joint Management and Shared Services Business Case (Approved Nov 2013)	(900)	
		<u>(2,612)</u>
Budgeted Balance March 2014		1,331
Recommended return of Earmarked reserves		498
Recommended return re SWAP trading surplus		16
		<u>1,845</u>
Projected Outturn 2013/14		84
		<u>1,929</u>
Projected Balance Carried Forward 31 March 2014		

HOUSING REVENUE ACCOUNT SUMMARY 2013/14

	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Forecast Variance %
Income					
Dwelling Rents	(19,419)	(20,086)	(20,549)	(463)	2%
Non Dwelling Rents	(588)	(588)	(577)	11	-2%
Supported, Sheltered & Extra Care	(4,335)	(4,125)	(4,188)	(63)	2%
Other Income (Service Charges, Rechargeable Repairs, Leaseholder Charges and GF Contribution)	(609)	(651)	(646)	5	-1%
Total Income	(24,951)	(25,450)	(25,960)	(510)	2%
Expenditure					
Supervision & Management	5,380	5,382	5,458	76	1%
Maintenance	5,152	5,173	6,355	1,182	23%
Capital Charges - Depreciation	6,385	6,385	6,826	441	7%
RCCO	550	550	15	(535)	-97%
Procurement Savings	382	382	419	37	10%
Provision for Bad Debt (budget originally within rents)	0	494	164	(330)	-67%
Debt Management Expenses	8	8	8	0	0%
Other Expenditure (Communal and Rechargeable Costs, Insurance Excess, and Tenants Forum)	879	861	807	(54)	-6%
Total Expenditure	18,736	19,235	20,052	817	4%
Other Costs & Income					
CDC Costs	220	220	220	0	0%
Interest Payable	2,937	2,937	2,938	1	0%
Interest and Investment Income	(35)	(35)	(31)	4	-11%
Provision for Repayment of Debt	2,293	2,293	1,852	(441)	-19%
Social Housing Development Fund	800	800	800	0	0%
Transfers To/(From) Earmarked & Other Reserves	0	0	0	0	0%
Total Other Costs & Income	6,215	6,215	5,779	(436)	-7%
NET (SUPLUS)/DEFICIT FOR THE YEAR	0	0	(129)	(129)	0.5%

ANNEX E

HOUSING REVENUE ACCOUNT FORECAST VARIANCES TO BUDGET 2013/14

	Cost Centre Description	Forecast Variances Updates				Variance explanation	Management Action
		Q1 £k	Q3 £k	Q4 £k	Total £k		
1	Interest Payable and Receivable	5	0		5	There is no significant variance to report and actual interest received is at the budgeted level.	No action required.
2	Income	(283)	(227)		(510)	Having an additional week of rental income (due to there being 53 rent debits in 2013/14) has resulted in additional income of £456k which is now fully shown as additional income. Prudent budgeting of voids as per the Business Plan has led to additional savings against budget of £71k.	Budget holder will review on a monthly basis as per the HRA Business Plan.
3	Expenditure	278	98		376	<p>Expenditure on void properties in Q1 has been much higher than budgeted and current forecasts show an expected spend for the year of £916k over target budget, an increase of £79k from Q1. Further work is being undertaken to establish the causes of this and the management action needed. However it is known that the initial impact of Welfare Reform has increased the number of voids, but the average length has been reduced and so rent income has not been adversely affected.</p> <p>General Maintenance also continues to be high and an overspend of £327k is currently expected. This is subject to the same management review as void costs.</p> <p>An underspend of £118k is currently forecasted due to cautious budgeting for insurance claims i.e. works that could be claimed under the insurance policy, but do not meet the excess amount, however this has been partially offset by an increase in insurance premium of £58k over budget.</p> <p>Spend on pre-planned maintenance has risen in line with the change in the business plan from an eight yearly cycle to a five yearly cycle. Future budgets will be amended to reflect this change.</p> <p>Provision for bad debt was increased in 2013/14 in the business plan due to Welfare Reform. This has led to expected additional rent income of £330k as although Welfare Reform has had an impact it is unlikely to fully hit the HRA in this financial year.</p> <p>The likely capitalisation of much of the asbestos removal spend has</p>	Budget holder will review on a monthly basis as per the HRA Business Plan.

					<p>contributed to an expected underspend in revenue of £175k in specialist works.</p> <p>The use of a capital reserve from the 2012/13 underspend (£197k), the reduction in capital programme for garages (£50k) and the funding of procurements savings relating to capital spend (£288k) by reducing the relevant capital budgets has allowed a reduction in Revenue Contribution to Capital Outlay (RCCO) of £535k. This is partially offset by an increase on budget of £38k for the payment to the general fund from procurement savings, but allows an overall reduction in revenue spend of £497k.</p>	
4	Transfer to Social Housing Development Fund	0	0	0	Any underspend from this budget could be transferred to the SHDF earmarked reserve at year end, after taking account of revenue budget carry forward.	Consider transfer of any further net underspends at year end
	TOTALS	0	(129)	(129)		

ANNEX F**HOUSING REVENUE ACCOUNT RESERVES SUMMARY 2013/14**

	£k	Current Budget & Forecast £k
Balance Brought Forward 1 April 2013		2,247
Original Budget 2013/14		0
		<u>2,247</u>
Supplementary Estimates		
Creechbarrow Road Project (Approved Feb 2013)	(200)	
Joint CEO restructure costs (Approved May 2013)	(9)	
	<u>(209)</u>	(209)
Returns		
Surplus Earmarked Reserves	0	
	<u>0</u>	0
Budgeted Balance March 2014		<u>2,038</u>
Projected Outturn 2013/14		129
Projected Balance Carried Forward 31 March 2014		<u>2,167</u>

BUDGET VIREMENTS FOR APPROVAL

#	Fund	From		To		Explanation
		Amount £	Heading	Amount £	Heading	
1	HRA	58,000	Self Insurance Fund	58,000	Insurance Premium	Transfer to cover increase in insurance premium
2	HRA	445,800	Rents and service charges	445,800	VOIDS	Allocate additional 53 rd week rent income to void costs
3	HRA	441,200	Transfer in reserves – provision for repayment of debt	441,200	Depreciation	Transfer between Provision for Repayment of debt and Depreciation due to a change in the accounting treatment of depreciation. Note: this does not reduce the amount put aside for the repayment of debt as an element of the depreciation is also designated for debt repayment.
4	HRA	534,600	Revenue Contribution to Capital Outlay			Changes to the expected level of repairs and maintenance required since budget setting, along with an increase in Procurement Savings payable to the General Fund, and a reduction in revenue contribution to capital expenditure as listed in the revenue report.
5	HRA	160,000	Planned Heating			
6	HRA	160,000	Specialist Works			
7	HRA	33,000	Planned Electrical			
8	HRA			250,000	Pre-planned Maintenance	
9	HRA			269,000	General Maintenance	
10	HRA			160,000	Responsive Heating	
11	HRA			170,900	VOIDS	
12	HRA			37,700	Procurement Savings	
		1,832,600	Total HRA Revenue Budget Virements			

Cost Centre Info		Original Budget	Virement	Current Budget	Actuals	Actuals v Budget	Commitments (Open PO's)	Forecast Outturn	Forecast Outturn v Budget	
Cost Centre	Cost Centre Name	£	£	£	£	£	£	£	£	%
Community Leadership										
800058	Swim Pool PV Cells	-	65,000	65,000	54,626	84.0%	-	65,000	-	0.0%
Total Community Leadership		-	65,000	65,000	54,626	84.0%	-	65,000	-	0.0%
Corporate Resources										
800000	PC Refresh Project	60,000	71,920	131,920	20,254	15.4%	-	131,920	-	0.0%
800001	Members IT Equipment	#NAME?	#NAME?	#NAME?	#NAME?	#####	#NAME?	3,000	#NAME?	#NAME?
800040	IT Infrastructure	-	25,400	25,400	-	0.0%	-	25,400	-	0.0%
800074	SCCC Loan	1,000,000	-	1,000,000	-	0.0%	-	-	(1,000,000)	-100.0%
800075	Gypsy Site	108,470	-	108,470	-	0.0%	-	108,470	-	0.0%
800107	E-Secure Revs and Bens	-	-	10,000	-	0.0%	-	-	-	0.0%
Total Corporate Resources		#NAME?	#NAME?	#NAME?	#NAME?	#####	#NAME?	268,790	#NAME?	#NAME?
Environmental Services										
800008	Canal Grant	10,000	-	10,000	-	0.0%	-	10,000	-	0.0%
800009	Waste Containers	50,000	56,800	106,800	17,959	16.8%	39,057	72,000	(34,800)	-32.6%
800041	Mercury Abatement	-	239,800	239,800	125,165	52.2%	-	239,800	-	0.0%
Total Environmental Services		60,000	296,600	356,600	143,124	40.1%	39,057	321,800	(34,800)	-9.8%
Housing Services										
800015	Private Sector HandS	-	-	-	(1,380)		-	-	-	
800016	Energy Efficiency	-	30,000	30,000	100	0.3%	26,900	30,000	-	0.0%
800017	Landlord Acc Scheme	-	46,000	46,000	10,588	23.0%	35,412	46,000	-	0.0%
800018	Wessex HI Loans	-	10,400	10,400	-	0.0%	8,700	10,400	-	0.0%
800019	DFGs Private Sector	287,000	391,300	678,300	4,596	0.7%	601,160	563,342	(114,958)	-16.9%
800020	Grants to RSLs	349,090	567,800	916,890	56,006	6.1%	-	290,370	(626,520)	-68.3%
800101	Community Alarms	-	27,200	27,200	-	0.0%	-	27,200	-	0.0%
Total Housing Services		636,090	1,072,700	1,708,790	69,910	4.1%	672,172	967,312	(741,478)	-43.4%
Ec Dev, Asset Management, Arts & Tourism										
800002	DLO Vehicles	180,000	-	180,000	128,779	71.5%	-	180,000	-	0.0%
800003	DLO Plant	22,710	-	22,710	14,061	61.9%	7,230	22,710	-	0.0%

800004	PT Longrun Meadow C	-	108,000	108,000	6,935	6.4%	-	108,000	-	0.0%	
800007	PT High Street	-	82,500	82,500	250	0.3%	5,130	82,500	-	0.0%	
800042	DLO System	-	388,100	388,100	128,999	33.2%	45,370	388,100	-	0.0%	
800044	PT Firepool	-	76,700	76,700	150	0.2%	-	76,700	-	0.0%	
800045	PT Castle Green	-	291,900	291,900	68	0.0%	72	291,900	-	0.0%	
800046	PT High St Retail	-	34,600	34,600	-	0.0%	-	34,600	-	0.0%	
800049	PT Urban Growth	-	28,000	28,000	-	0.0%	1,219	28,000	-	0.0%	
800050	PT Goodlands Gardens	-	-	-	(6,971)		-	-	-		
800052	PT Coal Orchard	-	10,000	10,000	-	0.0%	-	10,000	-	0.0%	
800053	PT Bus Station	-	3,400	3,400	-	0.0%	-	3,400	-	0.0%	
800054	PT Sineage	-	6,900	6,900	5,890	85.4%	-	6,900	-	0.0%	
800103	Brewhouse	-	120,000	120,000	-	0.0%	-	120,000	-	0.0%	
800106	Thales	-	800,000	800,000	-	0.0%	-	800,000	-	0.0%	
800105	Crech Castle Improvements	-	375,000	375,000	-	0.0%	-	-	(375,000)	-100.0%	
Total Ec Dev, Asset Management, Arts & Tourism			202,710	2,325,100	2,527,810	278,160	11.0%	59,021	2,152,810	(375,000)	-14.8%
Planning, Transport & Communications											
800011	Accolaid Upgrade	-	20,000	20,000	21,200	106.0%	-	20,000	-	0.0%	
800010	Orchard Car Park	503,500	382,500	886,000	-	0.0%	-	205,000	(681,000)	-76.9%	
Total Planning, Transport & Communications			503,500	402,500	906,000	21,200	2.3%	-	225,000	(681,000)	-75.2%
Sports Parks and Leisure											
800012	Grants to Clubs Play	46,000	108,300	154,300	25,243	16.4%	-	149,386	(4,914)	-3.2%	
800013	Grants to Parishes	20,000	32,500	52,500	32,911	62.7%	-	52,500	-	0.0%	
800014	Replace Play Equip	20,000	26,600	46,600	20,620	44.2%	-	46,600	-	0.0%	
800055	Play Equip Long Run	-	-	-	401		-	-	-		
800056	Play Equip Greenway	-	-	-	946		-	-	-		
800059	Vivary Park Play	-	-	-	2,462		-	-	-		
800060	Fitzhead Tythe Barn	-	-	-	(182)		-	-	-		
800062	Popham Hall	-	-	-	(724)		-	-	-		
800067	Lambrook Green	-	-	-	8,643		27,000	-	-		
800071	Wellington Pavilion	-	252,400	252,400	267,749	106.1%	1,052	252,400	-	0.0%	
800076	Station Road Swimming Pool	1,270,000	-	1,270,000	26,398	2.1%	6,000	1,270,000	-	0.0%	
800089	Wellington Skate Park	-	62,000	62,000	57,059	92.0%	-	62,000	-	0.0%	
800073	Wellington Sports Centre	-	115,980	115,980	-	0.0%	-	115,980	-	0.0%	
800102	Blackbrook Pool	-	5,353,000	5,353,000	-	0.0%	-	1,295,300	(4,057,700)	-75.8%	
Total Sports Parks and Leisure			1,356,000	5,950,780	7,306,780	441,526	6.0%	34,052	3,244,166	(4,062,614)	-55.6%
Total GF			#NAME?	#NAME?	#NAME?	#NAME?	#####	#NAME?	7,244,878	#NAME?	#NAME?

HRA										
800021	Community Alarms	100,000	-	100,000	12,149	12.1%	20,242	100,000	-	0.0%
800022	HRA Kitchens	600,000	(158,000)	442,000	130,941	29.6%	-	442,000	-	0.0%
800023	HRA Bathrooms	1,250,000	(157,400)	1,092,600	44,703	4.1%	846,454	1,092,600	-	0.0%
800024	HRA Roofing	1,400,000	-	1,400,000	519,840	37.1%	9,086	1,400,000	-	0.0%
800025	HRA Windows	250,000	45,700	295,700	117,554	39.8%	76,957	295,700	-	0.0%
800026	HRA Heating Imps	677,800	372,200	1,050,000	134,089	12.8%	58,907	1,050,000	-	0.0%
800027	HRA Doors	423,600	(10,000)	413,600	76,140	18.4%	153,721	413,600	-	0.0%
800028	HRA Fire Safety Work	250,000	-	250,000	9,238	3.7%	21,341	250,000	-	0.0%
800030	HRA Facias Soffits	600,000	212,500	812,500	229,463	28.2%	292,567	812,500	-	0.0%
800031	HRA Heat Pumps	244,200	395,800	640,000	210,659	32.9%	650	640,000	-	0.0%
800032	HRA IT Development	200,000	(100,000)	100,000	38,737	38.7%	4,633	100,000	-	0.0%
800033	HRA Door Entry	212,100	-	212,100	37,341	17.6%	150,840	212,100	-	0.0%
800034	HRA Aids and Adapts	210,000	(75,000)	135,000	48,519	35.9%	195,189	135,000	-	0.0%
800035	HRA Soundproofing	-	-	-	313	-	-	-	-	-
800036	HRA DDA Work	50,000	-	50,000	5,856	11.7%	-	50,000	-	0.0%
800037	HRA Asbestos Works	258,800	-	258,800	28,344	11.0%	7,436	258,800	-	0.0%
800038	HRA Tenants Imps	5,000	-	5,000	5,620	112.4%	-	5,000	-	0.0%
800039	HRA DFGs	315,000	24,100	339,100	44,141	13.0%	261,801	339,100	-	0.0%
800077	HRA Creechbarrow Road	7,667,000	476,000	8,143,000	452,753	5.6%	34,232	1,000,000	(7,143,000)	-87.7%
800078	Sustainable Energy Fund	227,700	-	227,700	-	0.0%	-	-	(227,700)	-100.0%
800079	Environmental Implications	155,300	-	155,300	-	0.0%	-	155,300	-	0.0%
800080	Other Ext Insulation	5,100	-	5,100	-	0.0%	-	5,100	-	0.0%
800081	Garages	50,000	(50,000)	-	-	-	-	-	-	-
800082	Sewerage Treatment	24,200	(24,200)	-	-	-	-	-	-	-
800083	Extensions	160,000	(160,000)	-	-	-	-	-	-	-
800084	Revise Bathroom Location	36,200	-	36,200	-	0.0%	8,500	36,200	-	0.0%
800085	HRA Phase 1 Vale View West Bagborough	1,050,000	-	1,050,000	7,869	0.7%	-	263,430	(786,570)	-74.9%
800086	HRA Phase 1 Milton Close	1,050,000	-	1,050,000	205,922	19.6%	-	-	(1,050,000)	-100.0%
800087	HRA Phase 1 Bacon Drive	1,050,000	-	1,050,000	5,076	0.5%	1,770	50,000	(1,000,000)	-95.2%
800088	HRA Phase 1 Normandy Drive	1,050,000	-	1,050,000	10,492	1.0%	3,070	80,000	(970,000)	-92.4%
Total HRA		19,572,000	791,700	20,363,700	2,375,759	11.7%	2,147,396	9,186,430	(11,177,270)	-54.9%
Total GF & HRA		#NAME?	#NAME?	#NAME?	#NAME?	#####	#NAME?	16,431,308	#NAME?	#NAME?