

Taunton Deane Borough Council

Executive – 14 March 2012

Financial and Performance Monitoring – Quarter 3 2011/2012

Joint report of the Performance and Client Lead Officer and Financial Services Manager

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

1. Executive Summary

This report provides an update on the financial position and the performance of the Council to the end of Quarter 3 of 2011/12 (as at 31 December 2011).

The detailed 2011/12 financial position for Quarter 3 is provided in Appendix B although a high level summary is also included in the Scorecard (section 3).

The monitoring of the Corporate Strategy, service delivery, performance indicators and budgets is an important part of the overall performance management framework.

Analysis of the overall performance of the Council reveals that 64% of all performance measures are on target (ie Green alert). This is a slightly worse position than the previous quarter (Quarter 2 was 68%).

3 'key issues' have been identified from analysis of the performance and financial data for Quarter 3 (these are described in section 4 of this report):

- Health & Safety Inspections
- Complaints
- Sundry Debts

In addition, it should be noted that the current forecast outturn for the Council's General Fund services is an overspend of £313k for the financial year 2011/12. CMT are considering measures to address this for the remainder of financial year.




2. Introduction to the Performance Scorecard (please see Appendix A)

- 2.1 The TDBC Scorecard at **Appendix A** contains full details of Quarter 3 performance, however section 4 (below) of the report provides further information and guidance for members on the key issues that have been identified through analysis of the data. Additional commentary has also been provided by responsible officers and CMT where appropriate
- 2.2 Scorecard explanation / key

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

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

2.3 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	

2.3 A summary / overview of the Quarter 3 scorecard (appendix A) is in the table below

Section	No. of measures	Green	Amber	Red	N/A	Trend (from last quarter)
1) Corporate Strategy Aims	21	71% (15)	24% (5)	5% (1)		↓
2) Service Delivery	15	60% (9)	20% (3)	13% (2)	7% (1)	↔
3) Managing Finances	12	75% (9)		25% (3)		↓
4) Key Projects	4	50% (2)	50% (2)			↔
5) Key Partnerships	9	67% (6)	22% (2)	11% (1)		↔
6) People	6	33% (2)	50% (3)		17% (1)	↓
7) Corporate Management	10	60% (6)	30% (3)		10% (1)	↔
TOTALS	77	64% (49)	23% (18)	9% (7)	4% (3)	↓

KEY:

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

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

↔ = No change

3. Financial Performance (April 2011 - December 2011 Budget monitoring)

3.1 A summary of key financial performance is found in the scorecard (**Appendix A**), section three – Managing Finances.

3.2 A more detailed financial performance report can be found in **Appendix B**. This appendix provides details of the financial position and forecast outturn summaries for the: General Fund Revenue Account; General Fund Reserves; Housing Revenue Account; HRA Reserves; Earmarked Reserves; Deane DLO Trading Account; Deane Helpline Trading Account; Capital Budgets (GF & HRA).

3.3 Finance comments from the Strategic Finance Officer (Deputy S151 Officer):

- i) The economic climate continues to have an adverse impact upon on revenue budget position.
- ii) The overspend on the General Fund continues to be monitored by CMT and has improved slightly from the Q2 estimates. Should this overspend materialise and be funded by the general fund reserve this would leave the reserve at £2.55m well above the minimum level of £1.25m
- iii) The HRA is predicting small overspend which should this be funded by the HRA reserve would leave the reserve at £1.29m above the minimum level of £0.9m.
- iv) The capital programmes are currently predicting no significant issues.

4. Key issues arising from Quarter 3 Performance and Budget monitoring

The Corporate Performance Scorecard (appendix A) and Financial Position report (appendix B) have been analysed by the Performance and Financial Advisory teams, and 'Key Issues' identified. These 'Key Issues' have been subsequently considered by CMT to provide Members with the relevant information on: description of the issue; risks & impacts; reasons for the issue emerging; management actions and CMT comments.

4.1 Health & Safety Inspections (Environmental Health)

Description of the issues / areas of concern	Scorecard (appendix A) ref: 2.2 Health & Safety intervention visits are off target Quarter 3 actual = 39% (24 / 62 inspections) against a target of 90%.
Risks & impact	All high risk premises will continue to have inspections of frequency according to their risk rating. There are no impacts/implications for failing to achieve the health and safety target, as (a) we inspected the highest risk businesses, and (b) the action we have taken to improve known risks in gas safety installations justifies prioritising this over lower risk routine work. The HSE are aware that we have prioritised the gas safety work and support this position.
Reasons that the issues have emerged	<ul style="list-style-type: none"> • The gas safety visits continue to be highly enforcement intensive requiring considerable officer input. This work is worthwhile due to the risk posed by unsafe gas appliances and installations. • The number of programmed health and safety visits required per year was reduced for 2011/12 in line with HSE work planning guidance which was issued part way through the year. • The highest risk businesses have received their planned inspection, and the programmed inspection slippage has occurred in the lower risk businesses. • The gas safety enforcement work warranted greater priority than some lower risk planned visits due to the severity of the safety problems being uncovered and the likelihood of a serious incident occurring. • A number of confidential matters have significantly affected the staffing capacity of the team, including one recent resignation • The health and safety inspection target will not be met for 2011/12, for the reasons given above.
Management actions & CMT comments	Available resources have been diverted to the areas of greatest risk within food, health and safety.

4.2 Complaints

Description of the issues / areas of concern	<p>Worsening level of complaints responses within 10 day target time. A significant increase in number of complaints is also apparent.</p> <p>Scorecard (appendix A) ref: 2.3</p>
Risks & impact	<p>Customers expect good service including a timely resolution to any complaints – if this is not achieved, there is increased risk that complaints will escalate (potentially to the Local Government Ombudsman), resulting in possible damage to reputation and financial loss</p>
Reasons that the issues have emerged	<p>Possible reasons include:</p> <ul style="list-style-type: none"> • The increasing number of complaints is creating additional demand on already stretched resources • Somerset Waste Partnership’s apparent poor response time performance has skewed the overall result • There may potentially be some mis-recording on the complaints database • Sickness absence in some services • Potentially not seen as a priority in some areas
Management actions & CMT comments	<ul style="list-style-type: none"> • A new Customer Feedback guidance & policies document will be introduced shortly (for Officers & Members) • The Senior Responsible Officer (SRO) for the Waste Partnership is raising the issue with SWP management • The Theme Managers Group continue to monitor complaints data on a regular basis, liaising with the ‘Face-to-Face Operational Manager’ • A detailed Customer Feedback analysis report for 2011 will be produced for Members by March • Portfolio / Shadow Portfolio Holders and Senior Managers are encouraged to review & consider customer feedback during their regular performance meetings • An article is included in the February ‘Core Brief’

4.3 Sundry Debts

Description of the issues / areas of concern	<p>Scorecard (appendix A) ref: 3.4</p> <p>Disruption to downward trend of corporate sundry debt arrears. 1 October 11 to 1 Feb 12 showed level of debt over 90 days old rising (against previous year’s figures) in contrast to the previous month by month downward trend experienced in the first 6 months of the current financial year.</p> <p>However, 1st March 12 figures do show improvement and are once again an improvement on the previous financial year’s at the corresponding point although it is too soon to say whether this is a one-off or whether this is the start of a downward trend emerging in debt levels.</p>
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		DEBTS 90+ DAYS OVERDUE ~ 1 APR 2010 - 1 MAR 2012																																																		
		<table border="1"> <thead> <tr> <th></th> <th>Apr</th> <th>May</th> <th>Jun</th> <th>Jul</th> <th>Aug</th> <th>Sep</th> <th>Oct</th> <th>Nov</th> <th>Dec</th> <th>Jan</th> <th>Feb</th> <th>Mar</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>2.52</td> <td>2.58</td> <td>3.28</td> <td>3.31</td> <td>3.16</td> <td>3.02</td> <td>2.26</td> <td>1.83</td> <td>1.51</td> <td>1.40</td> <td>1.29</td> <td>1.62</td> </tr> <tr> <td>2011/12</td> <td>1.46</td> <td>1.99</td> <td>1.98</td> <td>1.99</td> <td>2.21</td> <td>2.14</td> <td>2.12</td> <td>2.21</td> <td>2.01</td> <td>1.94</td> <td>1.80</td> <td>1.45</td> </tr> </tbody> </table>													Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2010/11	2.52	2.58	3.28	3.31	3.16	3.02	2.26	1.83	1.51	1.40	1.29	1.62	2011/12	1.46	1.99	1.98	1.99	2.21	2.14	2.12	2.21	2.01	1.94	1.80	1.45
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar																																								
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2011/12	1.46	1.99	1.98	1.99	2.21	2.14	2.12	2.21	2.01	1.94	1.80	1.45																																								
Risks & impact	Loss of income worsening the Council's budget position.																																																			
Reasons that the issues have emerged	<p>Unable to be certain as not simply down to a single obvious reason. Reason most likely to include a combination of;</p> <ul style="list-style-type: none"> • Delay in a relatively small number of very large debts being paid, which can have a massive affect on the overall debt position (we raise some individual invoices for £200k, £400k or more). • Limited proactive debt management within services. • Possible lack of clarity of debt management process and of team responsibilities 																																																			
Management actions & CMT comments	<ul style="list-style-type: none"> • Report provided to Sect 151 officer to highlight the account types with the highest rises in debt levels (over 90 days) • An e-mail be sent to all Leads to clarify the debt management processes and their role in this • A short presentation be made to the March Leads meeting to advise on the process and reemphasise services role in managing their debts • The Theme Managers Group continues to monitor the debt position for their themes on a regular basis. 																																																			

4.4 Other significant performance issues or concerns

There are other performance measures identified with 'Red' or 'Amber' alerts in the scorecard which are not included in this 'Key Issues' section as they have not been considered the most significant. Members are invited to scrutinise any aspect of the performance and financial reports as usual, however it is recommended that the 'Key Issues' within this section require the closest scrutiny.

The other 'Red' alerts are:

- **Index of Multiple Deprivation (IMD) (1.1)** – this will not change until next IMD update in 3 years time
- **PLANNING (2.1)** – speed of processing 'major' applications (a slight improvement from Qtr 2 but still significantly off target)
Target = 65% (previous data – last year Q1 = 67%, Q2=55%, Q3=53%, Q4=52%, This year Q1=40%, Q2 = 44%, Q3 = 46%)
- **GENERAL FUND REVENUE** – a slightly improved forecast since Qtr 2, but still forecast overspend of £313k (refer to Appendix B for further detail)
- **PROCUREMENT SAVINGS (3.6)** – outturn forecast = £1.25m vs. original target approx £3.4m
- **TONE LEISURE (5.3)** – a significant downturn on visits to leisure centres

5. Comments from Scrutiny

This report was considered by the Corporate Scrutiny Committee on 23rd February. The list below includes the key comments, queries and concerns that were raised. These points are being addressed by the relevant Officer, and a response will be circulated to members of the Corporate Scrutiny & Executive Committees.

- Environmental Health (Health & Safety inspections) - concerns expressed at the level of inspection as this has become a standing issue
- Complaints - information received too late to do anything about it / Members should be regularly informed about complaints.
- Economic Development / Green Knowledge Economy - there were a number of comments and questions relating to the Economic Development service, including: concerns over the lack of inward investment to Taunton Deane; involvement in the Olympic Torch Relay event; measuring the 'outcomes' of Economic Development
- Debt Management / Sundry Debts – request that reports include more detailed information, and the cost to TDBC of carrying unpaid debts
- Other financial queries:
 - What action is CMT taking in response to the General Fund forecast overspend position?
 - Deane Helpline – has fee increase had a detrimental impact on demand for the service?
 - Car Parking – requested financial modelling / projections on the potential effects of lower parking fees
 - Staff sickness - What are the financial implications / costs to TDBC?

6. Finance Comments

This report covers the financial position of the Council and comments from the Strategic Finance Officer are included in section 3 of this report.

7. Legal Comments

There are no legal implications in this report.

8. Links to Corporate Aims

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

9. Environmental and Community Safety Implications

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

10. Equalities Impact

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

11. Risk Management

Significant risks associated with each 'key issue' are identified in this report (section 4). See the scorecard section 7.4 for details of risk management progress within the council.

12. Partnership Implications

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

13. Recommendations

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

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1. CORPORATE STRATEGY AIMS

Tackling Deprivation & Sustainable Community Development (Aim 1)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.1	Objective 1 Focus on Taunton East, North Taunton & Rural Deprivation	Index of Multiple Deprivation (IMD) score <i>For Information only</i>	 Red	IMD data is only published every 3 years, consequently this indicator will remain as 'Red' throughout this period and is <i>'for information only'</i> as it does not reflect current TDBC performance re delivery of this corporate aim. The latest IMD data for 2010 highlights that levels of deprivation within Taunton Deane are worsening (especially North Taunton & Taunton East). Our focus is on the delivery of the 'Priority Areas Strategy' (PAS) programme.
		Actions – Progress against key activities	 Green	<ul style="list-style-type: none"> • Priority Areas Strategy (PAS) programme is progressing although with some ongoing slippage due to staff capacity issues within the Strategy Unit. The PAS continues to receive the support of a wide range of partners across the public and voluntary sectors • A draft action plan for North Taunton & Taunton East was taken to the PAS project management group in Jan 2012. Further work is required before going to TDBC Community Scrutiny & TDP Board in March. Final partner / community engagement to occur in April / May 2012 • SCC & TDBC are working jointly on a Troubled Families / Community Budgets initiative for Taunton Deane. The deadline for developing a business case (for submission to CLG) is April 2012. This will include plans for service redesign and monitoring / success tracking arrangements
		Staff volunteer scheme	 Green	The pilot scheme has been reviewed by CMT and whilst the principle of volunteering and thematic working continues to be strongly supported, the scheme will not continue.
	Objective 2 'One-Stop' advice on skills, employment & training	Actions – Progress against key activities	 Green	Vista commenced a new contract to manage the delivery of the 3 Job Clubs in November 2011 (Priorswood, Halcon, & Wellington). This is now a funded project until March 2013.
		Number of people supported / back to work	 Green	SLA targets – 40 attendances per month (combined); 4 jobs per month; 6 'soft' outcomes (placements, training etc). To be reviewed end April 2012 (more ambitious) Reports in January 2012 indicate that all targets are being met.
	Objective 3 Secure medium term future of N. Taunton & Link Partnerships	Funding & delivery against Service Level Agreement (SLA)	 Amber	Funding secured for current financial year, however funding for 2012/13 is dependant on the TDBC Budget Review. We need more clarity over output & outcomes which in some cases are currently unclear and not easily measured or monitored. Renegotiating Service Level Agreements with both the Resource and Link Centres re roles & responsibilities, output & outcomes. Revised SLAs to be in place 1 st April.

As at: 01/03/2012 **TDBC SCORECARD Q3 2011/12** (Appendix A)






Regeneration (Aim 2)				
Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.2	Objective 4 Facilitate the creation of a leading Green Knowledge economy	Actions – Progress against key activities	 Amber	<ul style="list-style-type: none"> • Reduced staff capacity in Ec Dev team (long-term sickness) and shifting priorities this year (ie Olympic Torch event) have affected the delivery plan • Proactive programme of events & PR for local businesses is on-going • There is limited inward investment (eg Care Home facilities) but the inward investment market is still flat, however commercial property (eg West Park) is continuing to sell to local investors. • Engagement with the Hinkley supply forum to encourage Taunton Deane businesses to benefit from Hinkley supply opportunities • 2012 programmed events include: Tourism conference (Feb); Wellington Business conference (Feb); Carbon Reduction meeting (Jan); Olympic Torch relay celebrations (May).
		Number of companies visited & supported	 Amber	The target is to visit approx 100 companies during the year. To date, approx 50 – 60 companies have been visited or engaged with on a 1-2-1 basis.
	Objective 5 Facilitate Housing growth	Actions – Progress against key activities	 Green	The examination of the Core Strategy by a Government appointed independent inspector is due to start on 7 February 2012. Anticipated that the plan will be adopted by summer 2012 Work on the Strategic Housing Land Availability Assessment has been completed and is published on the TDBC website.
		Net additional homes provided	 Amber	The target for 2011/12 = 700 dwellings Data is only available annually (NB - Council Tax data shows a net difference in housing stock of 348 from 31 March 2011 to 2 January 2012)
		Supply of ready to develop housing sites	 Amber	Target = 5 year supply of housing land within Taunton by December 2011 The assessment has now been published and indicates a marginal under supply against 5 year requirements. Members have agreed to the identification of further interim release sites capable of contributing to the 5 year supply.
	Objective 6 Deliver Infrastructure	Actions – Progress against key activities	 Green	<ul style="list-style-type: none"> • Infrastructure Delivery Plan published July 11 (next annual review summer 2012) • TDBC in process of developing interim policy on Planning contributions – to be introduced by end 2011/12. Consulting on a draft charging schedule early 2012. The document will be subject to formal representation & examination in autumn 2012 (adopted by end 2012/13).








As at: 01/03/2012 **TDBC SCORECARD Q3 2011/12** (Appendix A)

Affordable Housing (Aim 3)




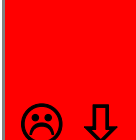



Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS	
1.3	Objective 7 Making homes more affordable	Actions – Progress against key activities	 Green	<ul style="list-style-type: none"> • Empty Homes bid submitted to the HCA to bring back 4 properties into use • Geographical Information System (GIS) used to comprehensively map a wide range of private sector housing indicators (eg health, deprivation, conditions, fuel poverty etc) – this will help target resources • The 2011-2015 Framework Agreements between HCA & Registered Providers have been signed & affordable housing schemes are being delivered (eg Victoria Gate, Taunton) • Selection process for affordable housing development partners launched. Partnership anticipated to be in place April 2012. 	
		Target of 200 affordable homes delivered	 Green	Forecast for 2011/12 = 226 (excluding Private Developer units – figures awaited from HCA). (Q3 actual = 100 units with 126 in the pipeline) There are many schemes with planning that will complete this year, including units at: Waterside House (Firepool); Rylands Nursery (Wellington)	
		% of non-decent council homes	 Green	0.07% were non decent (4 out of 6014 properties) as at end December 2011 Target = max 0.5% (25 properties)	
	Somerset West Private Sector Housing Partnership Objective: Better standards and interventions in the private sector stock, by improving housing conditions	Measure		Quarter 3 - cumulative performance	
		Energy efficiency		570 loft insulations; 406 cavity wall insulations; 20 boiler replacements; 12 night storage heater replacements; 18 gas heating system replacements (no targets as demand led/budget constrained)	
		No of private sector homes improved to Decent Homes		120 made decent Annual Target = 100	
		No of empty properties brought back into use		New Homes Bonus (year 2: Oct 10 – Oct 11) = 45 empty properties brought back into use (Annual Target 60). Q3 cumulative = 56	
		No of statutory Disabled Facilities Grants* approved & implemented		26 in private sector stock, 29 in Council stock Annual Target = 36 private sector, 48 in Council stock * statutory responsibility if eligibility proven	
No of statutory housing standards interventions (enforcement activities)		30 Houses in Multiple Occupation (HMO) inspected Target = 30 HMO inspections to be completed 40 fitness conditions complaints dealt with Target = 15 fitness complaints to be dealt with			

As at: 01/03/2012 **TDBC SCORECARD Q3 2011/12** (Appendix A)






















Climate Change (Aim 4)				
Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.4	Objective 8 Meet TDBC's & partner organisation's internal climate change commitments	Actions – Produce and implement Carbon Management Plan (CMP)	 Green	<ul style="list-style-type: none"> • CMP (containing 52 actions in 2011/12) - 79% are on track or completed (41/52) and 21% (11 actions) have either been removed or deferred. • New actions added to the CMP include: electric vehicle charging posts at Canon St car park; Recycling at DLO; Lighting zoning at Blackbrook Pavilion • A formal progress monitoring report will be produced in April 2012 • The Carbon Management Steering Group informally tracks progress quarterly and is also reported informally to staff in the quarterly Footprint Newsletter • The Green Champions project work is on-going
		3% reduction in CO2 by Mar 12	 Green	The reduction in CO2 emissions for Q1/Q2 of 2011/12 compared to Q1/Q2 of 2010/11 is 10.8%. The next update is due to be reported in the 2011/12 Outturn report
		Adapting to climate change	 Green	LAA target now removed, however Climate Change Adaptation plans were updated by Core Council Managers early 2010, and are currently included within the 2011/12 Core Council Service Plans.
	Objective 9 Work with communities to reduce carbon emissions across the Deane	Actions – Progress against key activities	 Green	<ul style="list-style-type: none"> • Taunton Deane Partnership has agreed the setting up of working groups to coordinate the development of a Climate Change & Local Resilience Strategy. Working Groups will be operational from February. A scoping workshop with community stakeholders was held in January. Strategy to be completed Dec 2013 • Work on creating an exemplar Low Energy House in partnership with a Housing Association is progressing with the contract expected to be awarded in March, and starting on site autumn. Project aim - to achieve the highest possible level of energy efficiency at costs no higher than 15% above current standard house costs • Carbon reduction event for Deane SMEs took place in Jan 2012 in partnership with Carbon Trust, Somerset College and Federation of Small Businesses – approx 40 businesses participated with positive feedback received
		Per capita CO2 emissions in TD area	 Green	Latest data published in Sept 2011 showed an 11% reduction from 2006 to 2009 in Taunton Deane. At 5.8 tonnes per head, Taunton Deane is 7% better than the South West average, and 10% better the UK average. (NB - data published annually but 2 year time lag)

2. SERVICE DELIVERY							
Excellent services - Customer driven - A dynamic organisation - Local focus							
Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS			
2.1	Ensuring development proposals are dealt with positively, with an emphasis on quality outcomes Delivering the Development Management Service aims	Planning Applications Speed of Processing	 Amber	Type	Quarter 3	Targets	Comments The general performance is one of an improving picture, especially with Planning Appeals. The performance figure for major applications is expected to be around 50% at year end, (last year was 52%). A report relating to the performance monitoring of major applications is to go to Scrutiny during this current year
				a) Major	46.4% ↑ (13/28)	65%	
				b) Minor	76% ↑ (171/225)	75%	
			c) Other	85.4% ↑ (502/588)	85%		
	% of appeals allowed against the authority's decision	 Green	Quarter 3 = 13% (Target max 25%) Total of 15 appeals lodged, with 2 of these allowed against the council's decision.				
2.2	Safeguarding the health, safety & welfare of everyone in the Borough Delivering the aims of the Environmental Health Service	Satisfaction with EH regulatory services	 Green	Quarter 3 = 99% (Target = 75%)			
		Food Safety compliance	 Amber	Quarter 3 = 88% (Target = 80%) Although this is on target as at Q3, we may not achieve our food inspection target for Q4, due to the same confidential reasons affecting Health & Safety. Please note - the highest risk inspections are prioritised over the lower risk ones where we have the discretion to use an 'alternative to inspection' strategy in such circumstances.			
		Environmental Protection Team reactive tasks	 Green	Quarter 3 = 87% Total Service Requests responded to in target time Requests for service (eg pest control, dog warden, noise, odour, drainage, air pollution, public health)			
		Health & Safety intervention visits (Commercial premises only)	 Red	Qtr 3 actual = 39% (24 / 62 inspections). The 2011/12 target (90%) will not be met. The target number of health and safety inspections has been reduced in line with the most recent HSE guidance, however, staff resources have been diverted as a result of events in November 2011, leaving a significantly depleted staffing level to cover the ongoing intensive workload. Refer to main report – 'Key issues' (section 4.1)			
		Licensing inspections	 Green	Quarter 3 actual = 93% of annual inspection programme completed (135 / 144 inspections) Target 75%			







As at: 01/03/2012 **TDBC SCORECARD Q3 2011/12** (Appendix A)

2.3	Delivering customer driven services To deliver customer focussed services, achieving high levels of customer satisfaction.	Calls resolved at 1 st point of contact	 Green	Quarter 3 actual = 96.14% (Target 85 %)																																			
		Calls answered within 20 seconds	 Green	Quarter 3 actual = 80.49% (Target 80%) This performance has improved from last quarter (which was off target at 78%)																																			
		Calls abandoned	 Green	Quarter 3 actual = 4.87% (Target <5%) This performance has improved from last quarter (which was off target at 5.8%)																																			
		Complaints measures -10 day response - % Complaints upheld	 Red	<table border="1"> <thead> <tr> <th></th> <th colspan="2">Total no. complaints</th> <th colspan="2">% 10 day response</th> <th colspan="2">% upheld</th> </tr> <tr> <th></th> <th>Q3</th> <th>Q3 last year</th> <th>Q3</th> <th>Q3 last year</th> <th>Q3</th> <th>Q3 last year</th> </tr> </thead> <tbody> <tr> <td>TDBC</td> <td>42</td> <td>15</td> <td>67%</td> <td>93%</td> <td>24%</td> <td>27%</td> </tr> <tr> <td>SWP</td> <td>21</td> <td>2</td> <td>0%</td> <td>100%</td> <td>57%</td> <td>50%</td> </tr> <tr> <td>Total</td> <td>63</td> <td>17</td> <td>44%</td> <td>94%</td> <td>45%</td> <td>29%</td> </tr> </tbody> </table> <p>A detailed Customer Feedback report for 2011 will be produced for Members by end March. A new Customer Feedback staff guidance document is to be introduced in February. Feedback recording is increasing – in Q3 there were also: 26 compliments; & 32 other comments or suggestions. Refer to main report – ‘Key issues’ (section 4.2)</p>		Total no. complaints		% 10 day response		% upheld			Q3	Q3 last year	Q3	Q3 last year	Q3	Q3 last year	TDBC	42	15	67%	93%	24%	27%	SWP	21	2	0%	100%	57%	50%	Total	63	17	44%	94%	45%	29%
			Total no. complaints		% 10 day response		% upheld																																
			Q3	Q3 last year	Q3	Q3 last year	Q3	Q3 last year																															
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SWP	21	2	0%	100%	57%	50%																																	
Total	63	17	44%	94%	45%	29%																																	
Benefits Service: Time to process new claims	 Green	Quarter 3 actual = 18.78 days (Target = 22 days) 2011/2012 forecast = 20 days (Q3 last year 2010/11 was 18.40 days)																																					
Landlord Services – satisfaction with repairs	N/A	The survey results as at qtr 2 were 98.4% satisfied overall with the repairs service. The qtr 3 report is currently unavailable (due to sickness absence in Business Support Team), however there is no indication of a decline in satisfaction levels																																					
2.4	Ensuring the Borough is a clean and attractive place to live, work & visit Delivering Parks, Street Cleansing, Highways & Transport Services that are high quality & cost-effective	Street & environmental cleanliness Fly-tipping target	 Amber	Quarter 3 estimate: Grade 3 “not effective” Target: Grade 2 “effective” Results are only confirmed at the end of the current year however there are known increases in the number of fly tipping incidents based on last years figures which pushes our grading off target. Incidents in 2010/11 = 407; Incidents in 2011/12 to date (Dec) = 494 NB - Somerset County Council are funding any additional Fly-Tipping over & above the level of previous years																																			
		Quality assurance accreditation / Awards	 Green	As previous quarter - Taunton was awarded a Gold medal in the Britain in Bloom competition and the judges commented that ‘the standard of street cleansing was exceptional’ and ‘the street floral displays were outstanding’. In the same competition Vivary Park was awarded a heritage award and there were three local neighbourhood awards given. The four Green Flags (French Weir, Victoria, Vivary and Wellington Parks), Heritage Award (Wellington Park) and the Green Pennant (Swains Lane) have all been successfully retained.																																			





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

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS		
3.1	Budget monitoring To control spending within approved budget total for the year	General Fund Revenue within 0.5% =  0.5 – 2% =  over 2% = 	 Red	2011/12 Forecast Outturn as at Quarter 3 = overspend of £313k (= 2.7%) against budgeted net expenditure of £11.714m		
		General Fund Capital within 2% =  2 – 3.5% =  over 3.5% = 		 Green	2011/12 Forecast Outturn as at Quarter 3 = underspend of £6k (excluding slippage) (= 0%) against budgeted net expenditure of £8.660m	
		Housing Revenue (HRA) within 0.5% =  0.5 – 2% =  over 2% = 			 Green	2011/12 Forecast Outturn as at Quarter 3 = overspend of £23k (= 0.1%) against budgeted gross expenditure of £22.606m
		HRA Capital within 2% =  2 – 3.5% =  over 3.5% = 				 Green
3.2 Reserves To maintain an adequate reserve (based on financial risk analysis)	General Fund reserve >£1.25m =  £1 - £1.25m =  <£1m = 	 Green	Projected General Fund Reserve Balance as at March 2012 is £2.5m. This includes the projected overspend reported above and costs of restructuring during 2011/12 (reflected in the 2012/13 budget).			
3.3 Next year's budget gap	A balanced budget 2012/13		 Green	The Draft Report to the Executive in February 2012 proposes a balanced budget for 2012/13.		




As at: 01/03/2012 **TDBC SCORECARD Q3 2011/12** (Appendix A)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS								
3.4	Debt collection	Council Tax Target = 97.8%	 Green	Quarter 3 actual = 91.62% 2011/2012 forecast = 97.8% (Q3 last year 2010/11 was 91.86%)								
		NNDR Target = 98.4%	 Green	Quarter 3 actual = 90.83% 2011/2012 forecast = 98.4% (Q3 last year 2010/11 was 87.99%)								
		Housing Rent Target = 98.3%	 Green	Quarter 3 = 97.28% 2011/2012 forecast = 98.3% (Q3 last year 2010/11 was 96.97%) Quarter 3 figure is for the end of December and the Council offices are closed, so no payments made over the holidays have been credited to the rent accounts. The figure shows we are still doing better than the same time last year. Officers are confident that the target will be met by end of March 2012								
		Sundry Debts position In SAP only*	 Red		<table border="1"> <thead> <tr> <th></th> <th>End of Quarter 3 (as at 1st Jan 2012)</th> <th>Last year (as at 1st Jan 2011)</th> </tr> </thead> <tbody> <tr> <td>Outstanding debt</td> <td>£3.42m</td> <td>£3.12m</td> </tr> <tr> <td>Aged debt over 90 days old</td> <td>£1.94m</td> <td>£1.4m</td> </tr> </tbody> </table>		End of Quarter 3 (as at 1 st Jan 2012)	Last year (as at 1 st Jan 2011)	Outstanding debt	£3.42m	£3.12m	Aged debt over 90 days old
	End of Quarter 3 (as at 1 st Jan 2012)	Last year (as at 1 st Jan 2011)										
Outstanding debt	£3.42m	£3.12m										
Aged debt over 90 days old	£1.94m	£1.4m										
		<p>Report taken to Corporate Governance Committee 12 December highlighting the sundry debt position at 1st October, which until that point had shown the debt position during every month in 2011 being better than the corresponding time in 2010. However, since that time the trend, both in terms of overall debt value and value of debt over 90 days old has, for the first time this financial year, started to show a worse position than the corresponding time in 2011. It is too soon to see if this is a trend or a one-off event. The Sw One AR team have been asked to generate a report of debts over 90 days old, raised in SAP, for analysis. Refer to main report – ‘Key issues’ (section 4.3)</p>										
3.5	Benefits subsidy	To achieve 100% subsidy	 Green	Projection for 2011/12 = 100% (by remaining in the lower threshold for LA error overpayments)								
3.6	Procurement Transformation Project Ensure TDBC realises benefits of the various transformation projects	Value of Procurement Savings against target	 Red	<p>A total of £1.25m Procurement Savings will be delivered by year-end. This is significantly behind the original IBM estimate.</p> <p>A paper has been taken to Corporate Scrutiny and the Executive (18/1/12) highlighting the impact this shortfall has had on our ability to repay when planned, the borrowings taken out to pay for the Southwest One Transformation projects.</p> <p>Repayment of the borrowings will now be rescheduled to take place during 2014/15 rather than 2011/12.</p>								







4. KEY PROJECTS

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
4.1	<p>Local Development Framework (LDF) Core Strategy To create a plan to deliver sustainable growth</p>	<p>- Publish Core Strategy for consultation in Mar/Apr 2011 - Adopt the LDF Core Strategy in March 2012</p>	 Amber	<p>The Published Plan Core Strategy was further delayed due to practical difficulties in publishing the document within the Purdah period running up to Local Elections in Spring 2011. The Plan was Published in July 2011 and is now anticipated to be adopted by July 2012.</p> <p>The Core Strategy examination will be held between 7th & 9th Feb. The independently appointed planning inspector will then produce a report including recommendations as to the soundness of the plan and any changes required prior to adoption.</p>
4.2	<p>DLO transformation project</p>	<p>To deliver the specified benefits (financial and non-financial) of the DLO transformation</p>	 Green	<p>The transformation plan was approved by Full Council on 16 Aug 2011 and is on course to deliver the specified benefits.</p> <p>Progress is overseen by the DLO Transformation Members' Steering Group</p>
4.3	<p>SAP BOP (Back Office Processing) system re-launch</p>	<p>SAP Back Office Processing (BOP) system implementation</p>	 Amber	<p>All business critical modules of SAP are now in use across the Council.</p> <p>The SAP PREDS (appraisal) module is currently being piloted by Tim Burton. Discussions are ongoing with Sw One and our partners regarding the remaining elements of SAP, where partners require changes to be made before using the additional functionality; although in all such cases perfectly acceptable alternative processes are currently in place and available to our staff.</p>
4.4	<p>HRA Reform Project</p>	<p>Monitor progress against required outputs for each workstream as detailed in the project outline.</p>	 Green	<p>Phases 2 & 3 of the project commenced in November 2011. The 1st draft of the HRA Business Plan 2012-42 and recommendations in the accompanying report received draft approval from the Tenant Services Management Board, Community Scrutiny Committee & Executive in 2011.</p> <p>The CLG have now provided further draft settlement figures which are to be confirmed following consultation between the CLG and Local Authorities in January 2012. The Business Plan and financial modelling is currently being updated with the new draft settlement figures and other amendments. The final draft version of the Business Plan will be presented to the Tenant Services Management Board, Community Scrutiny Committee, Executive and Full Council for a second cycle in early 2012.</p> <p>The Treasury Management Lead is continuing to liaise with our Treasury Advisors on securing the settlement figure at the most advantageous rates for TDBC and is preparing to complete the transaction to the CLG on the 28th March 2012.</p>






5. KEY PARTNERSHIPS

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS																					
5.1	Taunton Deane Partnership (TDP)	PIs to be agreed as part of the review of the TDP Action Plan (March/April 2012)	 Green	<ul style="list-style-type: none"> • Priority Areas Strategy (PAS): Work on the preparation of the Action Plan for North Taunton and Taunton East continues. Key themes and potential projects are beginning to emerge. The intention is to undertake a final round of engagement during April / May 2012. The draft Action Plan will be debated at Community Scrutiny in March. The Action Plan for the rural areas is taking longer to develop. There are many agencies developing initiatives for the rural areas. We are taking our time to ensure that all initiatives are linked to the benefit of the rural communities. A draft Action Plan for the rural areas is unlikely to emerge until autumn 2012. • Planning Cycles: This priority is seeking to ensure that partner resources (human / financial) are supportive of the emerging Action Plans for North Taunton and Taunton East. In addition, it is also seeking to provide multi-agency support for Community Budgets / Troubled Families. The project plan for CB/TF is still being developed, with a deadline of March 2012. Government have recently identified limited funding to support this initiative. • Promoting Taunton Deane: Having scoped this priority in some detail, it is clear that there are many agencies that are undertaking similar work. The need to continue with this as a priority will be debated at the next meeting of the TDP Board on 14th February 2012 																					
5.2	Southwest One	Efficient delivery of in-scope services (basket of KPIs)	 Green	Key Performance Indicators – Quarter 3 (2011/12)																					
				<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>No. of indicators</th> <th>No. of times measured in Q3</th> <th>No. on Target</th> <th>% on target</th> </tr> </thead> <tbody> <tr> <td>Monthly</td> <td style="text-align: center;">13</td> <td style="text-align: center;">39</td> <td style="text-align: center;">39</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Quarterly</td> <td style="text-align: center;">9</td> <td style="text-align: center;">9</td> <td style="text-align: center;">9</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Annually</td> <td style="text-align: center;">21</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">43</td> <td style="text-align: center;">49</td> <td style="text-align: center;">49</td> <td style="text-align: center;">100%</td> </tr> </tbody> </table>		No. of indicators	No. of times measured in Q3	No. on Target	% on target	Monthly	13	39	39	100%	Quarterly	9	9	9	100%	Annually	21	1	1	100%	Total
	No. of indicators	No. of times measured in Q3	No. on Target	% on target																					
Monthly	13	39	39	100%																					
Quarterly	9	9	9	100%																					
Annually	21	1	1	100%																					
Total	43	49	49	100%																					
				KPI failures ☹️																					
				Successes 😊																					
				There were no KPI failures in Q3																					
				Revenues & Benefits: Ahead of target for Council Tax and NNDR in-year collection; and achieved Customer Service Excellence Accreditation on 5/10/2011																					
		Progress against key business objectives	 Amber	Broadly business objectives are being met in most services. Some services are producing excellent service delivery such as Customer Contact who are also rolling out an enhanced training and development programme for staff. However currently two services are not meeting objectives, these are the ICT service and the Finance Advisory component of the finance service. TDBC are working closely with both areas on the implementation of service delivery improvement plans that are now agreed and progressing to address the areas of																					
















As at: 01/03/2012 **TDBC SCORECARD Q3 2011/12** (Appendix A)

				<p>poor or non delivery.</p> <p>SWOne continues to work against a backdrop of challenging economic conditions. The Board has agreed a new financial plan to address this in 2012. The plan will be implemented without impacting on agreed service levels</p>
5.3	Tone Leisure 'More people, more active, more often'	Target 1% increase in total leisure visits	 Red	Tone Leisure usage is 4% down against target, so 3% adrift of the same period last year. Leisure Activity, Golf, and Club/School usage are the areas struggling. Swimming usage has turned a corner in Q3 and increased by 6% on the same period last year.
		Progress against Tone Leisure key business objectives	 Green	Tone Leisure continues to operate in a volatile market place. During Quarter 3 the company remained on track to deliver most non financial key objectives with a few slipping in to Q4. However Q3 has seen sales continue to decline (-£9k) especially in; Leisure Activities, Health and Fitness membership and the Feel Good Factory. The company are working hard to mitigate losses and efforts are been focussed on flexing the company's cost base, while also generating new sales and new business opportunities in Q4 and beyond. A full performance report was presented to Community Scrutiny in November, and a further update is due to be reported in May.
5.4	Somerset Waste Partnership To increase participation in the recycling service through promotion and enforcement	% of household waste sent for reuse, recycling & composting	 Green	Cumulative to Quarter 3 = 46.8 % (Target = 45.4%) (Cumulative to Quarter 3 last year 2010/11 = 46.3 %)
		Residual household waste	 Amber	Cumulative to Quarter 3 = 291.6 kg per household (Target = 380kg per household per annum) (Cumulative to Quarter 3 last year 2010/11 = 278.2 kg per household)
		Progress against key business objectives	 Green	The small reduction in residual waste performance compared to last year is believed to be due to the effects of more non-recyclables in the waste arisings. SWP will be building on on-going trials of doorstep canvassing, with further targeted campaigns aimed at boosting recycling participation. During Quarter 3, waste reduction, reuse and recycling have primarily been promoted through the local press, Deane Dispatch and a Green Routine campaign, which gained 500 sign-ups to four themed waste weeks aimed at reducing food waste, smart shopping, clutter busting and surprising recycling. A draft SWP Business Plan 2012-17 (including action plan & communications plan) was reported to the Executive 18 January. This plan is due to be adopted by the Waste Board in February.
5.5	South West Audit Partnership	Target min 90% of 2011/12 Audit plan delivered	 Green	78% of planned audits as at end of quarter 3 were complete or are at draft report. (Note – revised definition) The Audit Plan is on track to deliver a minimum of 95% by the end of quarter 4. The Audit Plan workload is lighter in quarter 4 and the audits in progress as at the end of quarter 3 are materially complete.







6. PEOPLE (Human Resources)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
6.1	Staff Sickness Reduce sickness absence through strong absence management, revised policies & procedures, & training	Target = 8.5 working days max lost per FT employee	 Amber	Quarter 3 actual = 7.2 days 2011/12 forecast = 9.6 days Last years TDBC target was 9 days and the actual was 9.62 days
6.2	PRED / Training Plans Maintain effective performance management of people and establish & deliver development needs	100% completion of PREDs	N/A	PREDS (staff appraisals) are 100% up-to-date (where due) for Theme 1. Theme 2 and Theme 3 are not due until quarters 3 and 4. Theme 4 data still to be collated.
		100% completion of training plans	 Amber	76% of 2011/12 training plans have been completed (ie service training plans received as part of the annual service Learning & Development budget allocation). This figure remains as last time as it is a task completed once a year so it will not change. Where training plans were not submitted Corporate Training budget has not been allocated.
		100% delivery of 'essential' training activities (corporate training plan)	 Green	There was one training activity due to be completed in the period which was around Negotiation and Influence and this has been completed. Work was completed in support of a request to look at Business Improvement Techniques and this was completed as requested. The Mentor Coaching Scheme has been launched and all managers offered Change Management training.
6.3	Staff Turnover	Target 12% (voluntary leavers as % of staff in post)	 Green	Total turnover - 7.4% Voluntary turnover - 4% Early retirement / redundancy - 1% Ill-health retirement – 0% Other (End of contract/ dismissal) – 2.4%
6.4	Improve Staff Satisfaction	Results from staff survey / resulting action plan	 Amber	Staff survey has been undertaken and raw data collated. This is now being compared against previous survey results and will then be reported to CMT. This survey had a relatively low return rate.

7. CORPORATE MANAGEMENT

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS												
7.1	Corporate Governance Action Plan Deliver the action plan, focussing on high priority areas	Deliver 95% of High priority Actions, and 80% of Medium priority actions by target dates	 Amber	The 2011/12 Corporate Governance Action Plan has been reviewed and updated to include the most recent external audit recommendations. 24 actions from the previous plan have been completed – the new plan now includes 22 actions, with the status as at end December 2011 being: <table style="margin-left: 20px; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>High priority actions</u></th> <th style="text-align: center;"><u>Total actions</u></th> </tr> </thead> <tbody> <tr> <td>Green (on course)</td> <td style="text-align: center;">= 50% (5/10)</td> <td style="text-align: center;">= 73% (16/22)</td> </tr> <tr> <td>Amber (some concern)</td> <td style="text-align: center;">= 50% (5/10)</td> <td style="text-align: center;">= 27% (6/22)</td> </tr> <tr> <td>Red (off course)</td> <td style="text-align: center;">= 0%</td> <td style="text-align: center;">= 0%</td> </tr> </tbody> </table> <p>A detailed report was taken to the Corporate Governance Committee 12th December.</p>		<u>High priority actions</u>	<u>Total actions</u>	Green (on course)	= 50% (5/10)	= 73% (16/22)	Amber (some concern)	= 50% (5/10)	= 27% (6/22)	Red (off course)	= 0%	= 0%
	<u>High priority actions</u>	<u>Total actions</u>														
Green (on course)	= 50% (5/10)	= 73% (16/22)														
Amber (some concern)	= 50% (5/10)	= 27% (6/22)														
Red (off course)	= 0%	= 0%														
7.2	Audit & Inspection Ensure that statutory Audit & Inspection obligations are met	Internal audit findings	 Amber	2011/12 Internal Audit Work: In relation to quarters 1, 2 & 3 there were 19 audits complete and 5 at draft report. The following audit assessments were reported in respect of these audits where complete or draft (draft reports could be subject to change): <table style="margin-left: 20px; border-collapse: collapse;"> <tbody> <tr> <td> Comprehensive assurance</td> <td style="text-align: center;">= 2</td> </tr> <tr> <td> Reasonable assurance</td> <td style="text-align: center;">= 9</td> </tr> <tr> <td> Partial assurance</td> <td style="text-align: center;">= 9</td> </tr> <tr> <td> No assurance</td> <td style="text-align: center;">= 0</td> </tr> <tr> <td>Non-Opinion</td> <td style="text-align: center;">= 3</td> </tr> </tbody> </table> <p>Internal Audit (SWAP) reports quarterly on audit plan progress, assurance levels and priority recommendations to the Corporate Governance Committee (next report due March).</p>	 Comprehensive assurance	= 2	 Reasonable assurance	= 9	 Partial assurance	= 9	 No assurance	= 0	Non-Opinion	= 3		
		 Comprehensive assurance	= 2													
 Reasonable assurance	= 9															
 Partial assurance	= 9															
 No assurance	= 0															
Non-Opinion	= 3															
	2010/11 Final Accounts unqualified	 Green	The 10/11 accounts were unqualified by District Audit													

As at: 01/03/2012 **TDBC SCORECARD Q3 2011/12** (Appendix A)

7.3	Equalities & Diversity Develop practices & policies based on Equalities Framework for Local Govt ('achieving' level)	Council reports including Equality Impact Assessments (EIA)	 Amber	The general picture is one of improvement (see figure below). However, it has been impossible to accurately measure this (since Quarter 2) due to the absence (long term sick leave) of the relevant monitoring officer. A temporary member of staff will be appointed as of February to assist with equalities work (compliance with the Equality Duty) that will include monitoring Q3 (2010/11) = 29% Q4 (2010/11) = 56% Q1 (2011/12) = 60% New Equality Actions Plans will be developed for all Themes as part of Service Planning for 2012/13.
7.4	Risk Management	Delivery of RM Strategy & Policy & Procedures	 Green	A review of strategic risks will be undertaken by CMT in January – February 2012, and a refreshed Corporate Risk Register is to be reported to the Corporate Governance Committee March 2012.
7.5	Value for Money / Benchmarking To ensure that Services provide excellent Value for Money (VfM)	Council Tax charges – in lowest quartile	 Green	TDBC remains in the lowest quartile in 2011/12. (£136* = ranked 40 th out of 201 English Districts; 4 th out of 15 in 'Family Group'; and 3 rd out of the 5 Somerset Districts). <i>* Council Tax average band D tax bill - amount paid to local services (excluding parishes)</i>
		Target efficiency savings at areas with poor VfM	N/A	A project has commenced to deliver a Value for Money analysis report for all TDBC services using comparative information on cost and performance. Initial high-level findings will then be used to inform further in-depth analysis of selected services.
7.6	Asset Management Develop the Council's Asset Management arrangements	Implementation of Asset Mgt Plan (AMP)	 Green	Over two thirds of the action points are complete or on target
		Target 70% of maintenance spend planned	 Green	All maintenance spend is now separated into planned and unplanned. Condition surveys now complete to enable more works to be planned.
7.7	Health & Safety To raise the standard of Health & Safety knowledge & performance	Delivery of H & S Action Plan	 Green	Delivery continues on the 5 priority issues within the 2011/12 Health and Safety Forward Plan. A number of the completion deadlines have moved to March 31st 2012, when the majority of the plan will be completed and CMT will need to consider the future strategy. Work continues a pace on the detail within the employee H&S competency framework, as this forms an essential part of the DLO's ability to compete for external contracts. Officers are discussing how to lift the profile of H&S, Corporate and Business Contingency risk by using a single decision model. Accident data & trends are regularly reported to Corporate Governance Committee. Percentage compliance figures against the H&S KPI one Management competency and KPI two Management systems will be available in April 2012

Appendix B

2011/12 Financial Position – Quarter 3 Update

1 Introduction

- 1.1 This appendix provides further information for Members regarding the financial position for the Council, with a focus on budget monitoring outcomes and the forecast year end position for 2011/12 financial year.
- 1.2 Budgets and forecasts are based on known information and the best estimates of future spending and income of the Council. The income and expenditure of the Council over the financial year 2011/12 is estimated by the budget holders in the Council and then reported through the budget monitoring process. During this process risks are identified which could affect the financial projections but the likelihood and/or amount are uncertain. Where material risks/uncertainties have been identified these are included later in this appendix.
- 1.3 The Council carries protection against risk and uncertainty in a number of ways, such as insurances and maintaining reserves.

PART A: REVENUE BUDGETS

2 Forecast Outturn Summary – General Fund Revenue Account

- 2.1 The current forecast outturn for the Council's General Fund services is an **overspend of £313k** for the financial year 2011/12. This is £3k less than the forecast overspend at Q2.
- 2.2 A summary of the General Fund Revenue Account budget and forecast for the year is included in **Annex A**.
- 2.3 The significant changes to the forecast in this quarter are in the following areas:
 - a) **Car Parking Income:** The previous forecast reported to Members at Q2 showed a projected shortfall of £251k for the year. The annual projected shortfall as at Q3 has deteriorated and is now £530k (on-street £12k and off-street parking £518k), which is closer to estimate at Q1. The current economic climate, the recession, increasing cost of motoring, and Park & Ride take-up are considered the most likely factors in this reduced usage. The car parks that have been particularly impacted are commuter and Wellington car parks.
 - b) **Building Control Income:** There projected shortfall in building control income is now £132k (Q2 forecast = £200k). The overall shortfall is partly due to the reduced number of applications received due to the economic downturn and the affect this has had

on the construction industry, but also related to the changes in the building control charging system and increased competition from other Approved Inspectors.

- c) **SWOne Contract Savings:** Projected savings on SWOne contracts has increased to £208k (Q2 = £90k). This is due to reduced recharge of staff secondees' costs resulting from the pay freeze, plus income from service credits.
- d) **Housing and Council Tax Benefit:** The recoupment of overpayments is expected to be £175k higher than the budget.
- e) **Cemeteries and Crematorium:** The net costs of the Cemeteries and Crematorium service are projected to exceed budget by £99k (Q2 = £54k). The main causes of this overspend include a projected reduction in income (£40k) plus overspends on premises and maintenance costs (£59k). A key factor is maintenance works to the cremators due to their age and slippage with the new cremators installation.
- f) **Waste Collection and Recycling:** A underspend of £50k waste and recycling services is projected. This takes into account projected savings on the contract where cautious estimates were included in the budget for recycling rates and entitlement to recycling credits. There is also a reduction in projected costs for new/replacement containers, although there is a risk that take up could increase in the remaining months of the year. The savings are partly offset by a reduction in forecast income.

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

3 General Fund Reserves

3.1 The General Fund Reserves balance at the start of the year was £2.94m. Taking into account approved budget changes and the Q3 forecast, the **projected year end balance is £2.5m**.

3.2 This projected balance remains well above the recommended minimum balance of £1.25m as contained within the Council's financial strategy. However, it is important to keep reserves high due to financial pressures over the medium term.

3.3 A summary of the movement in the General Fund Reserves Balance is included in **Annex C**.

4 General Fund - Risk and Uncertainty

4.1 There are no new risks or uncertainties to report this quarter.

5 Forecast Outturn Summary – Housing Revenue Account (HRA)

- 5.1 The current forecast outturn for the Council's HRA services is an **overspend of £23k** for the financial year 2011/12. This is £295k less than the forecast overspend at Q2.
- 5.2 A summary of the HRA revenue budget and forecast for the year is included in **Annex D**.
- 5.3 The significant changes in the forecast are in the following areas:
- a) **Income – Non Dwelling Rents/Dwelling Rents:** A predicted under recovery of income from garage rents of £60k was reported at Q2. For Q3 it is predicted that dwelling rents will be up by £60k resulting in rental income overall being broadly in line with budget.
 - b) **Maintenance:** The Community Services Manager has implemented cost containment measures in light of the projected overspend in maintenance at Q2. The reported overspend in this area remains significant, but is reduced by some £282k to £476k (Q2 = £758k overspend).
- 5.4 Further information regarding the reported variances to budget and the management action that has been taken or is planned specifically in relation to those is included in **Annex E**.

6 HRA - Risk and Uncertainty

- 6.1 Work is currently underway to ensure that maintenance works are correctly allocated between capital and revenue spending. This may see some movement in costs between capital and revenue by the end of the financial year, but this is not expected to change the “bottom line” for the HRA as capital costs are fully funded from the annual revenue budget.

7 Housing Revenue Account Reserves

- 7.1 The HRA Reserves balance at the start of the year was £1.59m. Taking into account approved budget changes and the Q3 forecast the **projected year end balance is £1.3m**.
- 7.2 This projected balance remains above the recommended minimum balance of £0.9m as contained within the Council's financial strategy for the current financial year. However, Members will note that provision is included within the 2012/13 budget to increase the working balance to £1.8m due to the transition to self-financing at the end of March 2012.
- 7.3 A summary of the movement in the HRA Reserves Balance is included in **Annex F**.

8 Earmarked Reserves

- 8.1 Earmarked reserves are finite funds that are held in the Council's Balance Sheet for specific purposes. The funds can be withdrawn over one or more years but do not form part of the Council's Base Budget.
- 8.2 The Earmarked Reserves balance at the start of the year was £7.440m. This included £6.859m for General Fund and £0.581m for the HRA.
- 8.3 A Summary Statement of Earmarked Reserves is included in **Annex G**. This shows the opening balances and the amounts transferred to and from reserves during the year as at Q3.

9 Deane DLO Trading Account

- 9.1 There are no material variances to budget declared at this time by DLO management. The savings being delivered through the transformation currently underway are projected to be on target with assumptions included when the budget was set.

10 Deane Helpline Trading Account

- 10.1 Deane Helpline is currently forecasting an underspend of £38k. This is mainly due to increased income through new charging and savings on salaries due to reduced overtime costs.

PART B: CAPITAL BUDGETS

11 Forecast Outturn Summary – General Fund Capital Programme

- 11.1 The current forecast outturn for the Council's General Fund Capital Programme is Net Expenditure of £7.046m, compared to the budget of £8.680m. The forecast underspend is therefore £1.634m (19%) for the financial year 2011/12, although £1.628m relates to slippage into 2012/13. The "real" **underspend is £6k**, after slippage.
- 11.2 A summary of the General Fund Capital Programme budget and forecast for the year is included in **Annex H**.
- 11.3 The forecast variances for the year are in the following areas:
- a) **Car Park Payment Equipment Replacement:** There is an underspend of £21k on the car park payment equipment replacement project. This is due to the original bid being on a worse-case scenario. It is anticipated this underspend will be recommended for carry forward into 2012/13 to help fund the costs for Paul Street Car Park.
 - b) **IT Infrastructure Maintenance:** It is predicted that the IT Infrastructure Maintenance budget will need to be slipped into 2012/13 as the project has been delayed.

- c) **Crematorium Mercury Abatement:** Work to install the new cremators and associated mercury filtration equipment has been delayed. The machines are now built. However, the supplier of the equipment has been delayed in providing certain technical information to Southwest One property team, and there have been changes in the design specification such that final drawings and tenders for ancillary works are later than previously planned. There are also unforeseen problems with the condition of our existing flue liners that have to be addressed. Officers are currently working with equipment suppliers and Southwest One property team to produce a more definitive timetable for the planned works. Consequently the majority of expenditure for this project will now fall in 2012/13.
- d) **Grants to Registered Providers:** There is currently slippage of £754k being reported in this area, which will be requested to carry forward to 2012/13. Currently of this sum £242k is firmly committed to be spent in 2012/13 with the remaining £512k earmarked for grants yet to be allocated to specific schemes.

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

12 GF Capital Programme Risk and Uncertainty

12.1 There are no new risks or uncertainties to report this quarter.

13 Forecast Outturn Summary – Housing Revenue Account Capital Programme

13.1 The current forecast outturn for the Council's Housing Revenue Account Capital Programme is net expenditure of £4.314m, which is an **overspend of £15k** against the current budget of £4.299m.

13.2 The service management is undertaking a detailed review of spending. There is currently a relatively minor overspend predicted for decent homes works, but this will be offset by managed savings against two other schemes. Management are also reviewing planned capital spend in the current year budget to see what may be safely delayed to be met from next year's budget. This is to ensure capital spending overall remains within the total capital budget for 2011/12.

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

14 HRA Capital Programme Risk and Uncertainty

14.1 The service is currently working with finance officers to ensure that maintenance works are correctly allocated between capital and revenue spending. This may see some movement in costs between capital and revenue, and this will be reported at outturn.

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GENERAL FUND REVENUE ACCOUNT SUMMARY 2011/12

	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	%
Service Portfolios					
Communications & Community Leadership	1,121	1,350	1,348	(2)	
Corporate Resources	1,730	1,936	1,541	(395)	
Economic Development & the Arts	837	939	968	29	
Environmental Services	4,284	4,237	4,241	4	
General Services	1,413	1,457	1,515	58	
Housing Services	2,264	2,330	2,313	(17)	
Planning Policy & Transportation	(1,366)	(1,317)	(697)	620	
Sports, Parks & Leisure	2,546	2,507	2,566	59	
Net Cost of Services	12,830	13,440	13,795	355	2.6%
Other Costs and Income					
Interest Payable and Debt Management Costs	226	226	172	(54)	
Interest and Investment Income	(69)	(69)	(57)	12	
Council Tax Freeze Grant	(137)	(137)	(137)	0	
Parish Precepts and Special Expenses	503	503	503	0	
Transfers To/(From) Earmarked Reserves	(150)	(591)	(591)	0	
Capital Expenditure Funded from Revenue (RCCO)	130	175	175	0	
Repayment of Capital Borrowing (MRP)	371	371	371	0	
Transfers to Capital Adjustment Account	(1,930)	(1,930)	(1,930)	0	
Total Other Costs and Income	(1,055)	(1,451)	(1,494)	(42)	2.9%
NET EXPENDITURE BUDGET BEFORE FUNDING	11,776	11,988	12,301	313	2.6%
Formula Grant and Council Tax Income	(11,873)	(12,265)	(12,265)	0	
Net (Surplus)/Deficit for the Year	(98)	(277)	36	313	
Met by Transfer to (from) General Fund Balance	98	277	(36)	(313)	

ANNEX B

GENERAL FUND REVEUE ACCOUNT FORECAST VARIANCES TO BUDGET 2011/12

#	Portfolio	Service / Heading	Forecast Variance				Explanation	Management Action
			Q1 £'000	Q2 £'000	Q3 £'000	TOTAL £'000		
2	COR	Council Tax Benefit	55	0	0	55	Due to the current economic climate overpayment recovery is estimated to be lower than budget.	These budgets have been re-assessed for 2012/13 and amended as required.
3	COR	Rent Rebates to HRA Tenants	65	0	(65)	0	Recoupment of overpayments expected to be higher than initially thought in Q2.	
4	COR	Rent Allowances	0	0	(230)	(230)	Recoupment of overpayments expected to be higher than budget set.	
5	COR	SWOne Contracts	(90)	0	(118)	(208)	Reduction in contract cost due to pay freeze for staff seconded to SWOne plus income from service credits.	No further action. Saving to offset other budget pressures.
8	COR	TDBC Assets	0	(39)	0	(39)	Additional Income received for Firepool Site.	Budget for 2012/13 has been reassessed. Additional income to offset other budget pressures.
12	COR	HR	0	0	34	34	Overspend reported on medical fees and childcare fees.	
15	ECD	Tourist Information Centre (TIC)	55	0	0	55	Sales income budget overstated during budget setting.	Attempts will be made to fund the gap in 2011/12. Budget updated for 2012/13.
16	ENV	Licensing	73	(48)	(14)	11	Licensing income is down showing the impact of wider economic downturn. Costs are being reduced by management to offset this loss e.g. equipment costs reduced.	

#	Port- folio	Service / Heading	Forecast Variance				Explanation	Management Action
			Q1 £'000	Q2 £'000	Q3 £'000	TOTA L £'000		
17	ENV	Crematorium	0	54	45	99	Reduction in income, and increased premises and maintenance costs.	Reduction in income taken into account when setting the 2012/13 budget.
20	ENV	Waste and Recycling	0	0	(50)	(50)	Projected costs for the main contract and new/replacement containers are below budget estimates, partially offset by reducing income. See 2.3f of the appendix for detailed explanation	No further action required. Saving to offset other budget pressures.
26	PTC	Off Street Parking	640	(240)	118	518	Mainly loss of Income due to reduction in parking numbers. See 2.3a of the appendix for detailed explanation.	Variances taken into account when setting the 2012/13 budget.
27	PTC	On Street Parking	(78)	(71)	161	12	Loss of income due to reduction in parking numbers. See 2.3a of the appendix for detailed explanation.	
28	PTC	Planning Services	140	(140)	(10)	(10)	Planning applications received, including large applications, broadly in line with budget expectations.	No further action. Saving to offset other budget pressures.
29	PTC	Building Control	60	140	(68)	132	Underachievement of income due to several influences. See 2.3b of the appendix of this report for detailed explanation.	
31	SPL	Vivary Park	0	0	30	30	Income is below usage due to reduced use of car park in Vivary Park.	
33	SPL	Community Parks and Open Spaces	0	0	30	30	Forecast income through bookings etc is below budget estimates.	

#	Port- folio	Service / Heading	Forecast Variance				Explanation	Management Action
			Q1 £'000	Q2 £'000	Q3 £'000	TOTA L £'000		
34	VAR	Various Salaries	(93)	(80)	69	(104)	Various staff vacancy savings across services and reduced employee costs due to pay freeze.	No further action. Saving to offset other budget pressures.
35	VAR	Various	(22)	(35)	77	20	Minor variances	No further action.
36	OTH	Net Interest Payable and Receivable	0	(30)	(12)	(42)	Both interest costs and income are below budgeted levels reflected continued low interest rates.	
GRAND TOTALS			805	(489)	(3)	313		

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)
OTH	Other Costs
PTC	Planning and Transportation/Communications
SPL	Sports, Parks & Leisure

GENERAL FUND RESERVES SUMMARY 2011/12

	Original Budget £'000	Current Budget & Forecast £'000
Balance Brought Forward 1 April	2,937	2,937
Repayment of Invest to Save Schemes:		
Invest to Save Repayment - Restructuring	101	101
Invest to Save Repayment - ISIS Transformation	200	200
Planned Use of Reserves within Original Budget:		
Funding of 2011/12 Costs	(203)	(203)
Net Budgeted Movement in General Fund Reserves	98	98
Estimated use of reserves - Core Council Review Theme 5 (subject to approval)		(62)
Estimated use of reserves - DLO Transformation (estimated worse case)		(247)
Estimated use of reserves - Corporate Support Restructure		(71)
Return of unused Earmarked Reserves to General Reserves		159
Projected Balance before 2011/12 Outturn		2,814
Forecast underspend (overspend) for the year		(313)
Projected Balance Carried Forward 31 March	3,035	2,501

HOUSING REVENUE ACCOUNT SUMMARY 2011/12

	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	%
Income					
Dwelling Rents	(21,196)	(21,196)	(21,256)	(60)	
Non Dwelling rents	(586)	(586)	(526)	60	
Charges for Services Facilities	(497)	(497)	(497)	0	
Supporting People	(299)	(299)	(299)	0	
Contribution towards expenditure on Estates	(259)	(259)	(259)	0	
Government Subsidy	7,002	7,002	7,122	120	
Total Income	(15,835)	(15,835)	(15,715)	120	-1%
Expenditure					
Management General	4,476	4,476	4,258	(218)	
Maintenance	5,902	5,902	6,378	476	
Capital Charges - Depreciation	3,938	3,938	3,938	0	
Provision for Bad Debt	50	50	50	0	
Debt Management Expenses	15	15	15	0	
Total Expenditure	14,381	14,381	14,639	258	2%
Other Costs and Income					
CDC Costs	188	188	188	0	
Interest payable	617	617	472	(145)	
Interest and Investment Income	(97)	(97)	(117)	(20)	
Transfers To/(From) Earmarked Reserves	130	130	(60)	(190)	
Capital Expenditure Funded from Revenue (RCCO)	361	361	361	0	
Transfers to Procurement Savings	430	430	430	0	
Total Other Costs and Income	1,629	1,629	1,274	(355)	-22%
NET (SURPLUS)/DEFICIT FOR THE YEAR	175	175	198	23	13%
Met by Transfer to (from) HRA Reserves Balance	(175)	(175)	(198)	(23)	

ANNEX E

HOUSING REVEUE ACCOUNT FORECAST VARIANCES TO BUDGET 2011/12

#	Port- folio	Service / Heading	Forecast Variance				Explanation	Management Action
			Q1 £'000	Q2 £'000	Q3 £'000	TOTAL £'000		
1	HSG	Non-Dwelling Rents	0	60	0	60	Garage rents income is projected to fall below budget mainly due to voids. See also 4.3a in this appendix for further explanation.	Continue to monitor, and seek to minimise voids where within management control.
	HSG	Dwelling Rents	0	0	(60)	(60)	Dwelling rents income projected to be slightly over budget. See 4.3a of this appendix for further explanation.	Underspend to be used to offset other overspends reported.
	HSG	Negative Subsidy	0	120	0	120	Balance of negative subsidy payable related to 2010/11, compared to estimate of the final claim made at the end of last financial year.	None.
	HSG	Management	0	(265)	47	(218)	Managed savings across various budget headings (e.g. staff training) and additional extra care income received.	Continue to manage controllable costs to help balance the budget overall.
	HSG	Maintenance	(168)	926	(282)	476	Significant increase in projected costs, largely due to increased voids and associated repairs and maintenance costs, anticipated aged debt write off and increased insurance costs..	Review planned maintenance spend in order to reduce spending in the current financial year in order to remain within overall budget.
	HSG	Interest Payable/Receivable	0	(165)	0	(165)	Interest payments predicted to be lower than expected. See also para 4.3e in Annex B.	None.
	HSG	Earmarked Reserves		(190)	0	(190)	Surplus balance within the Heating Reserve. See also para 4.3f in Annex B.	Recommended to return surplus balance to the revenue account.
	HSG	Other	2	(2)	0	0	Minor variations.	None.
GRAND TOTALS			(166)	484	(295)	23		

HOUSING REVENUE ACCOUNT RESERVES SUMMARY 2011/12

	Original Budget £'000	Current Budget & Forecast £'000
Balance Brought Forward 1 April	1,593	1,593
Planned Use of Reserves within Original Budget:	(175)	(175)
Estimated use of reserves - DLO Transformation		(84)
Estimated use of reserves - Core Council Review Theme 5		(21)
Net Budgeted Movement in HRA Reserves		1,313
Forecast underspend (overspend) for the year		(23)
Projected Balance Carried Forward 31 March	1,418	1,290

SUMMARY STATEMENT OF EARMARKED RESERVES 2011/12

Ref		Balance B/F £'000	Transfers In £'000	Transfers Out £'000	Current Balance £'000
EARMARKED RESERVES - GENERAL FUND					
902460	Capital Financing Reserve - General Fund Projects	762	123		885
902487	Self Insurance Fund	750			750
902366	Asset Management Leisure	632			632
902477	Housing Enabling	599			599
902430	DLO Trading Account Reserve	569	101	(101)	569
902542	Housing & Planning Delivery Grant	474		(84)	390
902501	LABGI	423			423
902514	Local Plan Enquiry General Provisions	311			311
	Other smaller earmarked reserve accounts	2,339	392	(854)	1,877
		6,858	616	(1,039)	6,435
EARMARKED RESERVES - HOUSING REVENUE ACCOUNT					
902480	Capital Financing Reserve - HRA Projects	79			79
904210b	CCR DLO Transformation (HRA Resources)	113		(15)	98
902483	HRA Heating Reserve	390			390
		582	0	(15)	567
GRAND TOTAL		7,440	616	(1,054)	7,002

GENERAL FUND CAPITAL PROGRAMME SUMMARY

Scheme/Portfolio	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Slippage £'000	Under/ Overspend £'000	Net Variance £'000
Corporate Resources						
IT Improvements	60	70	70	0	0	0
ICT Infrastructure Maintenance	35	35	0	(35)	0	(35)
Climate Change Projects	0	55	55	0	0	0
Members IT Equipment	0	6	6	0	0	0
Total	95	166	131	(35)	0	(35)
Economic Development, Asset Management, Arts and Tourism						
DLO Vehicle Acquisitions	150	202	202	0	0	0
Market Works	0	5	5	0	0	0
HPDG Firepool Weir	0	10	10	0	0	0
Total	150	217	217	0	0	0
Environmental Services						
Mercury Abatement Works	235	1,296	478	(818)	0	(818)
Crematorium Music System	14	4	0	0	(4)	(4)
Crematorium Mower	15	15	13	0	(2)	(2)
Taunton/Bridgwater Canal	10	10	10	0	0	0
Waste Initiative	0	65	65	0	0	0
Total	274	1,390	566	(818)	(6)	(824)
Planning Policy and Transportation						
Town Centre Improvements	8	8	8	0	0	0
Parking Strategy – Payment Equipment Replacement	0	1	1	0	0	0
Payment Equipment Replacement – New Coinage	0	31	10	(21)	0	(21)
Total	8	40	19	(21)	0	(21)

Scheme/Portfolio	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Slippage £'000	Under/ Overspend £'000	Net Variance £'000
Sports Parks and Leisure						
Play Equipment – Grants to Clubs	46	113	113	0	0	0
Play Equipment – Grants to Parishes	20	20	20	0	0	0
Play Equipment – Replacement Programme	20	20	20	0	0	0
Wheelspark Hamilton Gault	0	26	26	0	0	0
Play Area - Lyngford	0	27	27	0	0	0
Play Area - Greenway	0	52	52	0	0	0
Station Road Lift Replacement	0	45	45	0	0	0
Total	86	303	303	0	0	0
Housing						
Disabled Facilities Grants – Private Sector	359	610	610	0	0	0
Private Sector Renewal Grants	0	65	65	0	0	0
Grants to RSL's	450	916	162	(754)	0	(754)
DLO System Replacement	0	400	400	0	0	0
Total	809	1,991	1,237	(754)	0	(754)
Project Taunton						
Longrun Farm	0	163	163	0	0	0
Firepool	0	931	931	0	0	0
Castle Green	0	2,250	2,250	0	0	0
High St Retail	0	98	98	0	0	0
NIDR	0	182	182	0	0	0
Somerset Square	0	23	23	0	0	0
Urban Growth	0	381	381	0	0	0
Goodlands Gardens and Bridge Street Link	0	297	297	0	0	0
Charging Points	0	12	12	0	0	0
Coal Orchard	0	14	14	0	0	0
High Street	0	145	145	0	0	0
Network/Bus Station Masterplanning	0	15	15	0	0	0

Scheme/Portfolio	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Slippage £'000	Under/ Overspend £'000	Net Variance £'000
Tone Way	0	5	5	0	0	0
Signage	0	25	25	0	0	0
Firepool Consultancy	0	25	25	0	0	0
Brewhouse	0	7	7	0	0	0
Total	0	4,573	4,573			
Total General Fund Capital Programme	1,422	8,680	7,046	(1,628)	(6)	(1,634)

ANNEX I

GENERAL FUND CAPITAL PROGRAMME FORECAST VARIANCES TO BUDGET 2011/12

#	Portfolio	Service / Heading	Forecast Outturn Variance				Explanation	Management Action
			Q1 £'000	Q2 £'000	Q3 £'000	TOTAL £'000		
1	Planning Policy and Transportation	Car Parking	(21)	0	0	(21)	This is due to the cost of replacing the car parking machines to accept the new coinage being introduced being less than the original bid which was the worst case scenario.	This budget is requested to be carried forward into 2012/13 to support the Paul Street (Orchard Car Park) repairs.
2	Corporate Resources	IT Improvements	(35)	0	35	0	This budget is now forecast to be on track.	No Action Required.
3	Corporate Resources	IT Infrastructure	0	0	(35)	(35)	This project is going to slip into 2012/13 as the project has been delayed.	This budget will need to be carried forward into 2012/13.
4	Environmental Services	Crematorium	0	(818)	0	(818)	It is anticipated that work will start on this project in February 2012 and will therefore not be completed until 2012/13. The reason for the delay is due to an unforeseen problem with the flue liners.	This budget will need to be carried forward into 2012/13.
5	Housing Services	Housing Enabling	0	(754)	0	(754)	Slippage is being reported by the budget holder due to projects not starting until 2012/13.	This budget will need to be carried forward into 2012/13.
6	Environmental Services	Crematorium	0	0	(6)	(6)	Small underspends reported on the Music System and Crematorium Mower.	These budget can be returned to capital resources.
GRAND TOTALS			(56)	(1,572)	(6)	(1,634)		

HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME SUMMARY

Scheme	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Forecast Variance		
				Slippage £'000	(Under)/ Overspend £'000	Net Variance £'000
Decent Homes	3,654	3,654	3,704	0	50	50
Integrated Housing Management System	15	15	0	0	(15)	(15)
Door Entry Systems	20	20	20	0	0	0
Aids and Adaptations	200	200	200	0	0	0
Soundproofing	20	20	20	0	0	0
DDA Work	20	20	0	0	(20)	(20)
Asbestos Works	20	20	20	0	0	0
Community Alarm Systems	45	45	45	0	0	0
Tenants Improvements	5	5	5	0	0	0
Disabled Facilities Grants – HRA Stock	300	300	300	0	0	0
Total HRA Capital Programme	4,299	4,299	4,314	0	15	15