

## **BABERGH DISTRICT COUNCIL**

**FROM: Director of Corporate Services and  
Director of Finance**

**REPORT NUMBER: H211**

**TO: OVERVIEW AND SCRUTINY  
(STEWARDSHIP) COMMITTEE**

**DATE OF MEETING: 24 March 2009**

### **FINANCE AND PERFORMANCE MANAGEMENT – QUARTERLY MONITORING REPORT**

#### **1. PURPOSE OF REPORT**

- 1.1 This monitoring report provides an integrated picture of financial and performance management information for the third quarter of the 2008/09 reporting year.
- 1.2 The format follows that of the new Strategic Plan for 2008/18 and shows the linkages to the Council's new corporate priorities.

#### **2. RECOMMENDATIONS**

- 2.1 That the key points relating to variations against the 2008/09 Budget, National Indicators (NIs), former Best Value Performance Indicators (BVPIs) and Local Performance Indicators (LPIs) be noted.
- 2.2 That a report be submitted to the Overview and Scrutiny (Community Services) Committee on 26 May 2009 detailing how the time taken to process benefits claims is being managed.

The Committee is able to resolve these matters.

#### **3. FINANCIAL IMPLICATIONS**

- 3.1 Based on the position at the end of December 2008, and having regard to initial indications on income for January and February 2009, the overall projected financial outturn for the year on the General Fund revenue budget is forecast to be broadly in line with the revised budget.
- 3.2 As things stand, therefore, there will be no problem in containing overall net expenditure to approved levels. However, officers are continuing to rigorously monitor key budget risk areas and the potential ongoing impact of the economic downturn on income levels.
- 3.3 On the Council Housing Revenue Budget, a potential net saving of £55,000 is currently forecast compared to the revised budget.
- 3.4 Expenditure on some areas of the capital programme is likely to be less than the revised budget. Further details are contained later in the report. Although some of this will need carrying forward to next year, savings on the General Fund capital programme will be very helpful in terms of the limited capital resources that are available.

#### 4. **RISK MANAGEMENT**

4.1 This report links to Corporate Business Risk No.7 – Finance, Performance & Risk Management. Key risks are seen as:

<b>Risk Description</b>	<b>Likelihood</b>	<b>Seriousness or Impact</b>	<b>Mitigation Measures</b>
NI, BVPI and LPI performance does not improve compared to previous years and LAs nationally	To be determined	Marginal	Regular monitoring to identify key variations and poor performance.
Budgets are affected by the continuing impact of the economic downturn or other factors, impacting on the net financial position at the end of the year	Low	Marginal	Regular monitoring at officer & Member level with actions agreed to remedy the situation.
Inaccurate data	Low	Marginal	An action plan has been developed to ensure appropriate arrangements are in place to secure data quality

#### 5. **KEY INFORMATION**

##### **Overall Context**

5.1 Performance indicator targets for 2008/09 were formally approved by Strategy Committee at their 19 June 2008 meeting, following consideration of the outcomes of a joint Overview and Scrutiny Committee working group. This group met in April to consider in detail all the indicator targets proposed by officers. Targets were developed in line with specified criteria. They were set to be achievable but stretching based on the available evidence, including current performance level, trend data, benchmarking (where relevant) and Babergh's quartile position among shire district councils nationally.

5.2 In order to reduce double-handling and improve the effectiveness of scrutiny, it has been agreed that:

- The Overview and Scrutiny (Stewardship) Committee will receive this quarterly report setting out the key financial and performance information, areas where performance has deteriorated based on the performance indicators and financial information, and details of what is being done to improve performance in these areas.

- Each Overview and Scrutiny Committee will receive for any area under their remit where performance has deteriorated, an update setting out whether performance has been improved, can be improved and how. As a result of the issues raised in the Quarter 2 report (H143), the Overview and Scrutiny (Stewardship) Committee asked for updates on areas of concern and the following reports were produced:
- a) H178 - Decline of Land Charge Income O&S(S) 27 January 2009
- b) H184 - Private Sector Housing – Performance O&S(CS) 3 February 2009
- c) H183 - Planning Performance O&S (CS) 3 February 2009
- d) H185 - Non Domestic Rate Collection - Performance O&S (CS) 3 February 2009

## 6. **FINANCIAL INFORMATION**

- 6.1 The revised budget for the year reflects variations to the original budget, in particular in relation to the Council's income streams as a result of the economic downturn.
- 6.2 However, as a result of reviewing other budgets and making compensating savings elsewhere, the overall financial position reported in quarter 2 has been broadly maintained, albeit not quite at the previous level forecast.
- 6.3 More specifically, the total potential net saving forecast on the General Fund budget in the quarter 2 report of £500,000 for the year has been reduced to £350,000 in the revised budget approved by Council on the 24 February 2009. That additional money is being used to support the 2009/10 Budget.
- 6.4 Appendix A sets out a summary of key areas of income & expenditure within the General Fund budget, with comments on the latest position on each area and the current forecast of the potential financial outturn for the year compared to revised budgets.
- 6.5 Although this suggests some further impacts of the economic downturn on income levels, there are also some favourable income and expenditure movements that will at least offset these. Things could obviously still change between now and the end of the financial year and monthly monitoring of budgets is taking place to ensure the position is effectively managed.
- 6.6 The revised budget for Council Housing (Housing Revenue Account or HRA) reflects some increased costs such as higher energy costs but the overall position remains healthy. Key areas and anticipated variations compared to the revised budget are set out in Appendix B
- 6.7 The position on the capital programme is summarised in Appendix C. Key points to highlight are:
- General Fund – Expenditure in a number of areas is likely to be less than the revised budget. Some of this is on demand-led activities such as Private Sector Housing Renewal grants/loans and some is as a result of the latest position on specific projects eg LAMP, CAST, Hadleigh Community Facilities, Pin Mill. The current forecast is that around £1m of the £2.8m revised budget is unlikely to be spent this year, with some of this carried forward to next year

- Council Housing – the current forecast is that nearly all of the £3.9m budget will be spent by the end of the year, with only about £0.2m being carried forward to next year.

## 7. **PERFORMANCE INFORMATION**

7.1 Highlights from the basket of key performance indicators (KPIs) and analysis of performance exceptions are outlined below. There are no concerns about data quality this quarter. Full details on the KPI basket can be found in Appendix D and exceptions in Appendix E.

### **Direction of Travel analysis**

7.2 Table 1 below shows the direction of travel for the KPIs at the end of the third quarter for 2008/09, based on the position year to date versus the position for the equivalent period last year. There is a positive direction of travel for 18 of the 20 PIs (90%) where comparison is possible.

**Table 1**

	↑ Improving	↔ Unchanged	↓ Deteriorating	Contextual PI	No previous comparison	Totals
<b>NI</b>	4	0	0	0	2	<b>6</b>
<b>BVPI</b>	6	0	1	0	0	<b>7</b>
<b>LPI</b>	8	0	1	1	1	<b>11</b>
<b>Totals</b>	<b>18</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>24</b>

### **Actual v Target analysis**

7.3 Table 2 shows the Quarter 3 position for key performance indicators against the target agreed by Strategy Committee on 19 June. 18 of the 23 PIs (78%) where targets have been set are on track to reach or exceed the target set by the end of the financial year.

**Table 2**

	↑ On or exceeding target	↔ Below target	Contextual	Totals
<b>NI</b>	5	1	0	<b>6</b>
<b>BVPI</b>	6	1	0	<b>7</b>
<b>LPI</b>	7	3	1	<b>11</b>
<b>Totals</b>	<b>18</b>	<b>5</b>	<b>1</b>	<b>24</b>

7.4 Table 3 summarises the direction of travel for Babergh's basket of KPIs since 1<sup>st</sup> of April 2008.

**Table 3**

**18**

	<b>NI 195</b> Local street and environmental cleanliness
	<b>LPI 80</b> Customer satisfaction - telephone service
	<b>LPI 9</b> Number of homes adapted to meet the needs of older people or disabled people
	<b>BV 84</b> Number of kilograms of household waste collected per head
	<b>BV2a</b> The level of the Equality Standard for Local Government to which the authority conforms
	<b>LPI 12a</b> % of capital expenditure achieved on the Housing Revenue Account
	<b>LPI 18</b> Percentage of telephone calls answered where enquiry is resolved at point of contact
	<b>BV 64</b> Private dwellings returned to occupation
	<b>NI 157</b> Processing of planning applications as measured against targets of "Large scale Major", "Small scale Major", "Minor" and "all county matter" applications
	<b>LPI 44</b> Local authority housing - repairs and maintenance - proportion of urgent repairs to non-urgent repairs
	<b>LPI 43</b> Local authority housing - repairs and maintenance service - proportion of planned repairs to responsive maintenance
	<b>NI 158</b> % non decent council homes
	<b>BV212</b> Average time to relet local authority housing
	<b>LPI 41b</b> The cumulative total number of affordable units of accommodation in the affordable housing delivery pipeline between 2004 and 2009
	<b>LPI 15</b> Number of affordable rent agreements secured
	<b>BV218b</b> % of abandoned vehicles removed within 24 hours
	<b>BVPI 10</b> The % of Non Domestic Rates collected in the year
	<b>BV 63</b> Energy efficiency of local housing stock
	<b>New LPI</b> % of planning decisions determined as delegated items
	<b>NI 192</b> The % of total tonnage of waste arising which has been recycled + he % of total tonnage of waste arising which has been sent for composting
<b>2</b>	
<b>Deteriorating</b>	<b>Improving</b>

## **A greener cleaner Babergh**

- 7.5 The combined recycling rate for waste and compost (NI 192) has reduced slightly since quarter 2, but this is due to seasonal factors (e.g. composting tonnages are lower during the winter months). This represents a very slight increase (0.17%) on the Q3 2007/08 figure. It is anticipated that the annual target will be met. BV84a – total kilograms of household waste collected per head - has shown an improvement in performance since quarter 2. This indicator is now projected to meet the end of year target of 390kg.
- 7.6 The combined recycling rate for trade waste is currently very low compared to the target. There is not the capacity within the current fleet to provide this service and an SFP bid for capital funding in the 2009/10 Budget was unable to be supported. Officers are actively looking at ways to provide the service in association with future vehicle procurement arrangements.
- 7.7 The second survey of local street and environmental cleanliness (NI 195) was completed during quarter 3. Performance remains above target in all measures (litter, detritus, graffiti and fly posting) and is an improvement on last year. This is an indication of the effectiveness of the new contract arrangements. A further survey will be carried out in quarter 4, which will capture any final seasonal variations.
- 7.8 The percentage of abandoned vehicles removed within 24 hours (BV218b) is 92%, 12% above the target.

## **Quality homes people can afford**

- 7.9 The average time to re-let council properties (BV212) is currently on target at 25 days and is projected to remain at this level for the rest of the financial year.
- 7.10 The proportion of planned to responsive repairs to council properties (LPI 43) remains at 87%, which is 14% above the target and a 5% improvement on the same period last year. The proportion of urgent to non urgent repairs is 11% (LPI 44), which is also above target.
- 7.11 The processing rates of major large scale, major small scale and other planning applications (NI 157) have reduced slightly since last quarter. Performance remains higher than last year. However the number of planning applications being received is down and there is a fall in planning application income. The O&S (CS) Committee and the Development Control Committee have been given details on how these issues are being tackled and no further action is proposed.
- 7.12 The percentage of planning decisions determined as delegated items is currently 88.2% (126 out of a total of 1070 decisions were not delegated). This is slightly below the target, but within acceptable bounds. No further action is proposed.

- 7.13 With regard to BV 63, the current Standard Assessment Procedure (SAP) rating of council properties remains at 64. The ability to increase the SAP value very much depends on the type of housing stock held. We unfortunately have a significant number in rural areas where there are no gas supplies. This makes it very difficult to raise the energy efficiency of properties that have electric warm air or oil fired central heating systems. The selection of heat pump technology does however allow us to make these properties more energy efficient, hence the increase in expenditure and the projected increase in our SAP rating to 65 by the end of the financial year. No further action is proposed.
- 7.14 21 private sector affordable rent agreements have been secured so far this year (LPI 15) with a further 7 expected by the end of the year. This is slightly below the annual target of 30. Also, 8 private dwellings have been returned to occupation through improved use of grant aid (BV64). This performance indicator is on target to reach 12 dwellings by the end of March 2009.
- 7.15 LPI 6, the number of private sector homes improved to meet the decent homes standard, is not a key indicator but has been reported as an exception again this quarter. 23 homes have been improved to date against the target of 40. The report to Overview and Scrutiny (CS) Committee on 3 February (H184) explained that a change to the improvement grant / loan policy was approved in September, which has helped to improve the take up. The estimated end of year figure is 35, just 5 short of the target.
- 7.16 The O&S(CS) Committee has been given details on how various issues within the private sector housing area are being addressed and so no further action is proposed.
- 7.17 248 new homes (net) have been built in the Babergh area since 1 April 2008 (NI 154). This is 16% above the pro-rata target for the first 3 quarters. The end of year estimate is 293, which would exceed the annual target of 285.
- 7.18 The Affordable Housing Programme continues to progress well. 107 new affordable units have been completed since the start of this financial year (NI 155) and 745 new units have been added to the affordable housing delivery pipeline since 1 April 2004. Of these, 357 are from RSL schemes and 388 are from planning obligations. The five-year target of 700 has been exceeded and a new target will be implemented from 1 April 2009.
- 7.19 There have been 51 homelessness presentations requiring emergency intervention so far this year (LPI 42). In addition, the Homelessness Team has prevented 73 households from becoming homeless through early intervention (BV213). The equivalent figure for last year was 44.
- 7.20 We are unlikely to meet the end of year target for the proportion of local authority housing rent collected (BV66a) and this has been flagged as an exception this quarter. Closer monitoring is taking place to ensure that rent collection is maximised during Quarter 4 and no further action is currently proposed. More detailed information will be available at that point.

## **Vibrant places and Strong Communities**

- 7.21 LPI 18, the percentage of telephone calls answered where the enquiry is resolved at the point of contact, has been split by service area to allow for more detailed scrutiny. The overall rate is currently 88%, which is above the target and an improvement on quarter 2. The response rates for calls relating to Money Matters, planning and general enquiries are all above target. Housing calls stand at 75% which is a slight reduction since last quarter and below target. Recent work in planning has highlighted differences in the call resolution standard, which has resulted in resolution rates being understated for this service in the past. As a result of this work the planning response rate is now 92%, an increase of 17% since quarter 2. A similar exercise will be carried out in Housing during quarter 4 to ensure that the response rate is being fairly stated and the results of this will be reported through the normal performance monitoring arrangements.
- 7.22 So far, 87.71% of non domestic rates have been collected (BV10). This is down 1.85% compared with the same period last year, and is 0.95% below target. However it is estimated that the collection rate will recover in the final quarter.
- 7.23 NI181 is above target (combined figure for new benefits claims and change of circumstances). However, we are unlikely to meet the separate targets for BV78a (new claims) and BV78b (change of circumstances) However a significant increase in claim traffic as a result of the economic downturn is being accommodated with no degradation in service.
- 7.24 34 homes have been adapted to meet the needs of older or disabled people (LPI 9) since the start of the year. This exceeds the target for this year and is an improvement on last year's performance.

## **A Safer and Healthier Babergh**

- 7.25 Many of the remaining indicators that are monitored under this priority are new NIs that will be collected through the Place Survey. The results of the survey are expected to be finalised in March 2009.

## **A Strong and Sustainable Babergh Economy**

- 7.26 All of the indicators that are monitored under this priority are new NIs or LPIs for which we currently have little data. The majority are reported by other organisations, and so baseline data will not be available until the end of the financial year.

**How we will deliver (enabling measures)** - Indicators listed here are overarching and do not sit under one priority.

- 7.27 The Council has self-assessed at Level 2 of the Local Government Equality Standard (BV2a), thus meeting the target for this year. This follows the adoption of a new Equalities Policy and a new Single Equality Scheme and Action Plan, and the completion and publication of a programme of Equality Impact Assessments for all council services. Officers are currently researching the New Equality Framework which comes into force from 1 April 2009. They will give consideration to resource implications.

7.28 On efficiency savings, an estimated total of £800,000 of cashable value for money gains since the start of the 2008/09 financial has been reported under NI179. Further details are shown in Appendix A and this includes:

- Efficiency savings from staffing reviews and not replacing vacant posts, including those in the Senior Management structure
- Procurement savings – joint banking and insurance contracts with other Councils
- Recycling and waste collection savings as a result of increased volumes
- CAST
- An element of cashable savings carried-forward from the previous 3-year efficiencies

7.29 These have been reviewed and it is currently forecast that this overall level of reported efficiencies should be achieved although the recycling and waste efficiencies may turn out to be lower than originally estimated.

## 8. **NEXT STEPS**

8.1 Performance indicators and the financial information are showing good performance in the majority of areas. However the following areas have been highlighted as areas of concern.

**Planning applications** – current performance is below target for minor and other applications. For further details see paper H183 O&S (CS) Committee, 3 February 2009.

**Private sector homes – decent home standard (LPI 6)**. Flagged as an exception. Unlikely to reach the end of year target. For further details see paper H184 O&S (CS) Committee, 3 February 2009.

**Planning decisions determined as delegated items (New LPI)** Not a significant concern and within acceptable bounds.

The **Standard Assessment Procedure (SAP)** rating of council properties (BV63) is not expected to reach the end of year target. However, a Strategy Committee has approved a reallocation of £230K of the current year's capital programme to help with fuel poverty issues so no further action is proposed.

**Non Domestic Rates (BV10)**. Performance slightly worse than at the same time last year, but expected to recover in Quarter 4. For further information see paper H185 O&S (CS) Committee, 3 February 2009. A detailed analysis will be available at that point.

**Proportion of local authority housing rent collected**. Flagged as an exception this quarter. Unlikely to meet the end of year target. Closer monitoring is taking place to ensure that rent collection is maximised during Quarter 4. A detailed analysis will be available at that point.

**Time taken to process benefit claims**. Unlikely to meet separate targets for BV78a (new claims) and BV78b (change of circumstances) Increased caseload resulting from the economic downturn is however being accommodated with no degradation in service.

8.2 It is proposed that a report be presented to the next meeting of the Overview and Scrutiny (Community Services) Committee on the time taken to process benefits claims. All the other concerns have either already been reported further, or it is felt that the variation is not significant enough to require further action other than already specified within this report.

9. **APPENDICES**

Appendix A – Quarter 3 key General Fund revenue budget areas/efficiency savings

Appendix B – Quarter 3 key HRA budget areas

Appendix C – Quarter 3 capital summary

Appendix D – Quarter 3 basket of Key Performance Indicators (KPIs)

Appendix E – Quarter 3 performance exceptions

10. **BACKGROUND PAPERS REFERRED TO**

None.

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## Key Budget Areas

General Fund	HoS	Lead Manager	2007-08 Outturn	2008-09 Budget	2008-09 Rev Budget (Inc Carry- forwards)	Q 3 2008- 09	Q 3 2007- 08	Outturn variation	Comments
			£'000	£'000	£'000	£'000	£'000	£'000	
<b>Key income Streams</b>									
Investment Income	BH	HJ	-693	-530	-555	-359	-346	-5	The outturn is expected to be largely on target.
Land Charges income	AH	CR	-269	-292	-150	-125	-213	10	The latest review of activity/numbers of searches indicates a further slight reduction in the income levels.
HB/CTB	BS	AW	-557	-490	-501	-376	-418	0	The outturn is expected to be largely on target.
Council Tax summons costs income	BS	AW	-95	-85	-95	-75	-71	0	The outturn is expected to be largely on target.
Industrial / Starter Units rent income	CF	NH	-59	-52	-55	-46	-47	0	The outturn is expected to be largely on target.
Planning Fees	MF	NW	-395	-454	-300	-234	-281	-20	The latest monitoring of activity indicates slightly higher than anticipated income.
Building Control Fees	MF	GS	-364	-419	-435	-407	-374	17	The latest monitoring reflects a reduction in fee income, affected by economic downturn.
SCC contribution(Twin Bin scheme - Green waste -Recycling Strategy )	MF	PG	-630	-475	-638	-331	-312	28	The comparative data against last year's tonnage for Q4 suggests a lower outcome for the year than anticipated.
Trade Waste Fees	MF	PG	-354	-356	-362	-361	-335	-9	Some minor growth in customer base and additional income is anticipated.
Green Waste Fees	MF	PG	-203	-200	-220	-222	-201	-2	Largely on target.
Licensing Income	MF	JR	-139	-141	-149	-115	-114	0	Expected to be on target.
Other Income	RJ	RJ	-15	-30	-72	-59	-11	0	Expected to be on target.
<b>Total Income</b>			<b>-3,773</b>	<b>-3,524</b>	<b>-3,532</b>	<b>-2,710</b>	<b>-2,723</b>	<b>19</b>	
<b>Key Expenditures</b>									
Salaries	ALL	All	8,397	9,274	8,951	6,825	6,428	30	The revised budget reflects savings of over £200K. Officers are monitoring the activities in this area very closely in trying to achieve further savings.
ICT (Business Unit) Supplies & Services costs	AH	RL	298	357	346	306	291	-11	Some savings on Software and Network Penetration is anticipated.
Corporate Training	AH	JB	40	35	70	32	24	-15	The anticipated underspend of £15K will be cfwd to 2009/10.

## Key Budget Areas

General Fund	HoS	Lead Manager	2007-08 Outturn	2008-09 Budget	2008-09 Rev Budget (Inc Carry- forwards)	Q 3 2008- 09	Q 3 2007- 08	Outturn variation	Comments
Recruitment Costs	AH	JB	32	80	100	26	26	-34	The underspend is based on the most recent assessment since the revised budget.
Specialist Legal Expenses	AH	KS	25	12	85	73	21	19	Unforeseen additional expenses compared to revised budget. Savings to be sought elsewhere.
Training Costs within other Business Units/Services (Excluding Corp Training)	All	All	124	142	186	101	90	-35	Assumed that around £20K will be carried forward to 2009/10.
Borrowing costs	BH	HJ	41	113	41	13	13	0	Expected to be on target.
Concessionary Fares - payment to SCC	BS	DW	774	985	775	486	564	-50	The budget includes an allowance for unforeseen fluctuations and potential additional costs that may or may not arise in the final quarter of the year.
Discretionary Rate Relief	BS	AW	109	114	100	85	82	0	Anticipated to be on target.
Community Safety / CDRP - expenditure	CF	PL	174	154	144	87	124	0	Anticipated to be on target.
Economic Development (excluding Rents)	CF	NH	79	72	24	5	42	0	Anticipated to be on target.
Sports & Leisure Promotion	CF	PL	24	22	25	19	25	0	Anticipated to be on target.
Central Grants Pot (Revenue)	CF	NH	0	427	415	248	93	0	All grants expected to be allocated by year-end.
Kingfisher Leisure Pool Repairs & Maintenance	RJ	PL	18	22	27	17	14	0	Anticipated to be on target.
Hadleigh Pool Repairs & Maintenance	RJ	RJ/PL	5	40	64	6	5	-50	The likely underspend is to be cfwd to 2009/10.
Planning Policy / LDF	MF	RC	45	30	87	55	27	0	Anticipated to be on target, any underspends to be cfwd to 2009/10.
Haven Gateway					83	2	0	-81	This is an externally funded scheme and the anticipated underspend will be cfwd to 2009/10
Waste Contract	RJ	PG	1,480	1,572	1,492	956	1,036	0	Anticipated to be on target.
Open spaces contract	RJ	RJ	1,071	1,100	1,153	869	504	0	Anticipated to be on target.
Energy Costs	RJ	RJ	248	245	331	191	136	10	A likely increase in costs since the revised budget could be expected. Officers will be closely monitoring this area.
CAST	BS	BS	160	196	248	190	104	-58	Some temporarily staffing costs and trainings are deferred to 2009/10
<b>Total Expenditure</b>			<b>13,144</b>	<b>14,992</b>	<b>14,747</b>	<b>10,592</b>	<b>9,649</b>	<b>-275</b>	

## Savings Efficiencies

## Appendix A

Projected savings & Efficiencies			Quarterly Monitoring	
Estimated new savings from April 2008	£'000	Comments	£'000	Comments
Car parking income	30	Improved management of car parks, which has resulted in additional net income from FPN's.	30	Anticipated to be on target.
S106	25	Administration of scheme and contributions being carried out within existing staff resources at no extra cost.	25	Anticipated to be on target.
Whole house servicing contract (HRA)	20	New contract resulting in reduced cost.	20	Anticipated to be on target.
ICT - Capital	4	Reduced costs for Server / PC / data storage. (£17K spread over expected life of the assets => £17/4).	4	Anticipated to be on target.
Banking & Insurance	20	Contracts renewed – procured jointly with other Councils.	20	This has already been achieved.
Savings from posts not replaced (These may not be admissible if they do not continue).	110	Senior Management Restructuring and Programme & Project Executive Post (£35K + £75K).		TBC
Domestic Refuse collection	37	Increased performance and customer base.	37	Anticipated to be on target.
Green Waste	30		30	Anticipated to be on target.
Recycling Strategy	30		??	TBC
CAST	40	Expected net additional savings in 2008/09 as per CAST business case.	40	Anticipated to be on target.
<b>Total</b>	<b>346</b>		<b>206</b>	
Plus: ongoing cashable savings permitted to be Cfwd from SR04	450	A prudent view of was has been taken of the permitted amount that will be eligible to carry forward (£727K maximum, some of which are not ongoing)	450	This has been a prudent assessment of ongoing efficiency savings to date. Further examination and assessment will be carried out to ensure delivery.
<b>Total</b>	<b>796</b>		<b>656</b>	

## Key Budget Areas

	HoS	Lead Manager	2007-08 Outturn	2008-09 Budget	2008-09 Rev Budget	Q 3 2008-09	Q 3 2007-08	Outturn variation	
<b>HRA</b>			£'000	£'000	£'000	£'000	£'000	£'000	
Rents/ Charges / voids etc	CF	IT/DC	-11,772	-12,390	-12,418	-9,314	-8,829	0	Anticipated to be on target.
Tenancy changes (Voids)	RJ	IT/GF	344	348	360	247	255	0	Anticipated to be on target.
Repair Request from tenants	CF/RJ	RJ	858	838	918	613	550	-15	Some savings may be expected although this is a responsive and demand lead activity.
Painting and Pre-paint repairs	CF/RJ	RJ	216	329	340	178	174	-40	Saving due to lower than anticipated tender value.
Babergh Response (new contract)	CF	IT/DC	27	30	31	18	21	0	Anticipated to be on target.
<b>Total</b>			<b>-10,327</b>	<b>-10,845</b>	<b>-10,769</b>	<b>-8,258</b>	<b>-7,829</b>	<b>-55</b>	

## Key Budget Areas

	HoS	Lead Manager	2008-09 Rev Budget	YTD Actuals as at Q3	Expected Outturn 2008/09	Projected Outturn (Over)/Under Spend	HoS Comments	Total External Funding	Cost to Babergh	Total Funding
Contract & Asset Management	RJ	RJ	618	220	403	215	The majority of schemes are expected to show expenditure near to budget. It is anticipated that the regeneration of Pin Mill (financed from Haven Gateway New Growth Point Funds) with a budget of £169,000 will need to be carried forward.	602	16	618
ICT	AH	RL	1,032	299	652	380	Underspend is largely due partly to LAMP milestones expected to slip into 2009/10. Also, a full review of the CAST programme has now been completed, there are no immediate implications from LGR. Consequently the budget can be scaled back by around £170K leaving a small amount to be carried forward to 2009/10.	728	304	1032
Community Development	RJ/CF	RJ/CF	491	279	283	208	Relates partly to Children's Play Programme - expenditure and Lottery funding to be deferred to 2009/10 as equipment suppliers cannot cope with demand in 2008/09. Slippage on Hadleigh Swimming Pool expenditure to 2009/10.	241	250	491
PSR & Affordable Housing	MF/CF	JK/ IT	720	344	398	322	The affordable housing budget is expected to be underspent by £181,000. This is due to several schemes where work has been delayed due to legal or planning issues. It is anticipated that these schemes will now take place in 2009/10.	720	0	720
General Fund Programme	RJ	RJ	2,861	1,142	1,736	1,125		2,291	570	2,861
Council Housing Programme	RJ	RJ	3,860	2,243	3,616	244	It is anticipated that 94% of budgetted expenditure for 2008/09 will take place in the current financial year.	3,385	475	3,860

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				Q3 Actual 2007/08	Actual 2007/08	2007/08 Babergh Quartile [SPARSE]	2007/08 Babergh Quartile [Districts]	2007/08 District Council Top Quartile	2007/08 Suffolk Group Rank (of 7)	2007/08 Suffolk Rank 1 Performer (Authority)	Target 2008/09	Q3 Actual 2008/09	Actual v Target	Direction of Travel of Q3 07/08	
<b>A greener and cleaner Babergh</b>															
1	Natural and Built Environment	NI 192 (formerly BV82ai + BV82bi)	The % of total tonnage of waste arising which has been recycled The % of total tonnage of waste arising which has been sent for composting	39.68% [29.82% Recycled; 9.86% Composted]	39.2% [30.60% Recycled; 8.62% Composted]	82ai = TQ 82bi = 3Q	82ai = TQ 82bi = 3Q	82ai = 26.9% 82bi = 19.8%	82ai = 2nd 82bi = 6th	MS = 37.1% (recycling) SE = 27.11% (composting)	40%	39.85% (28.05% recycling 11.8% composting)	↑	↑	Q3 composting tonnages are lower than Q2, because of lower activity and no collections over Xmas and New Year.  The end of year estimate for NI 192 is 40%, which indicates that the target will be met.
2	Natural and Built Environment	BV 84a	Number of kilograms of household waste collected per head	294.96kg	387.7kg	2Q	2Q	373.0kg	2nd	MS = 306kg	390kg	290.4kg	↑	↑	Since 2007/08 there has been an increase in greenwaste collection and a reduction in other household waste. The estimated end of year figure is 387kg, which suggests the target will be met. (NB a lower figure represents good performance)
3	Natural and Built Environment	NI 195 (formerly 199a/b/c)	Proportion that falls below acceptable level:	16% Litter & detritus	15% litter and detritus	No comparison data	BQ	6.0%	5th	MS = 4.1%	17% litter & detritus [5% litter; 29% detritus]	9% litter & detritus [1% litter; 17% detritus]	↑	↑ (except graffiti and fly posting)	This indicator is still well within target for 2008/09. The improvement in performance is due to the new contract arrangements.  Please note that this indicator is based on three tranches, not quarters.
			a) Litter												
			b) Detritus												
			c) Graffiti												
			d) Fly posting	1% Graffiti	2% graffiti	No comparison data	3Q	0.0%	4th out of 4	SC = 0%	5% graffiti	1% graffiti			
				0% Fly posting	0% fly posting	No comparison data	TQ	0.0%	Joint 1st	FH = 0% lp = 0% MS = 0% SE = 0%	4% fly posting	0% fly posting			
4	Natural and Built Environment	BV 218b	% of abandoned vehicles removed within 24 hours	76%	80%	No comparison data	3Q	100%	5th	lp = 100% SE = 100%	80%	92%	↑	↑	Performance is currently above target. 11 out of 12 vehicles have been removed within 24 hours of Notice expiration. Collections are not being batched. It is anticipated that the collection rate will not fall below 92% for the rest of the year.
5	Natural and Built Environment	New LPI	% Trade waste recycled or composted								15%	1%	↓	N/A	The combined recycling rate for trade waste is currently very low compared to the target. There is not the capacity within the current fleet to provide this service and an SFP bid for capital funding in the 2009/10 Budget was unable to be supported. Officers are actively looking at ways to provide the service in association with future vehicle procurement arrangements.
<b>Quality homes local people can afford</b>															
6	Community Development	LPI 41	The cumulative total number of affordable units of accommodation in the affordable housing programme between 2004 and 2009: (a) completed units (b) total number of units in the affordable housing delivery pipeline	(a) = 264 (b) = 655	(a) = 304 (b) = 737						700 in the affordable housing delivery pipeline by 31st March 2009	a) 410 b) 745	↑	↑	The five-year target relates to LPI41b and has already been exceeded. This includes the total number of completed units, units in development and units with planning permission since 1 April 2004. A new target will be introduced in 2009/10.  <b>LPI41a</b> - 410 units have been completed since April 2004, of which 235 are from RSL schemes and 175 from planning obligations. 107 new affordable units have been completed since the start of this financial year (NI 155)  <b>LPI41b</b> - 745 units in the affordable housing delivery pipeline since April 2004, of which 357 are from RSL schemes and 388 from planning obligations.
7	Community Development	LPI 42	The number of formal homelessness presentations	55	79						[130] Contextual estimate	51	Contextual	Contextual	Less homeless people than expected have presented themselves as needing emergency intervention. It is estimated that there will be a total of 75 formal homelessness presentations by the end of the year. This figure is expected to increase in line with the declining economic conditions.  There have been more homeless prevention cases this year. 73 households have been given advice and support by the Homelessness Team so far this year. The equivalent figure for last year was 44. This prevention work has helped to keep the number of formal homeless presentations to a minimum.
8	Community Development	BV 212	Average time to relet local authority housing	45 days	38 days	No comparison data	3Q	24 days	Joint 2nd (out of 4) with Mid Suffolk	lp = 35 days	25 days	25 days	↑	↑	On target. The average void period for properties let during the period 1 April to 31 December 2008 is 25 days and it is expected to remain at this level for the rest of the year. This figure includes general needs, sheltered and homeless properties. This shows a significant improvement since Q3 2007/08, when the average void period was 45 days.
9	Contract and Asset Management	NI 158	% non decent council homes	N/A	11%						4%	6%	↑	↑ cf Q4 07/08	197 non-decent council homes out of a total stock of 3524. Expected to reach the target by the end of the year (the end of year projection is 4%).
10	Contract and Asset Management	BV 63	Energy efficiency of local housing stock	63	64	No comparison data	BQ	72.8	4th (out of 4)	lp = 78	66	64	↓	↑	Expect to reach 65 by the end of the year, as a result of planned work on the heat pump contract. This is slightly below the target of 66.  Performance has improved since Q3 2007/08, when the Standard Assessment Procedure (SAP) rating was 63.  Babergh is in the bottom quartile for this PI when compared with all district councils. However, in order to get a true representation of our position, we should be compared with similar authorities with no gas supply in rural areas. Unfortunately a SPARSE quartile position is not available for this PI.
11	Contract and Asset Management	LPI 43	Local authority housing - repairs and maintenance service - proportion of planned repairs to responsive maintenance	82%	78%						73%	87%	↑	↑	Performance continues to exceed the target and is expected to remain at this level for the rest of the financial year.

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12	Contract and Asset Management	LPI 44 (formerly BV211a)	Local authority housing - repairs and maintenance - proportion of urgent repairs to non-urgent repairs	15%	16%						15%	11%	↑	↑	Performance continues to exceed the target and is expected to remain at this level for the rest of the financial year.  (NB a lower figure represents good performance)	
13	Natural and Built Environment	NI 157 (Based on 109a to c but not directly comparable)	Processing of planning applications as measured against targets of:												The Q3 2008/09 percentages equate to the following number of applications:  Large scale major = 6 out of 8 [these are proposed developments in excess of 99 properties] Small scale major = 31 out of 42 [developments of 9 to 99 properties] Minor = 149 out of 241 Other = 625 out of 779 Total applications = 1070  The equivalent figures for Q3 2007/08 are: Major = 24 out of 34 (70.59%) Minor = 160 out of 267 (59.93%) Other = 667 out of 899 (74.19%) Total applications = 1200  The 2008/09 targets are stretched targets and have been set at 7% above the Government's recommended levels. The estimated end of year figures are Major = 70%, Minor = 63% and Other = 80%.  Paper H183 O&S (CS) Committee, 3 February 2009 provides further details.	
			Large scale major applications	109a = 71%	109a = 71%	3Q	3Q	81.6%	3rd	lp = 92.31%	Major = 60% Stretched Major (combined) = 67%	75.00%		↓		↑
			Small scale major applications										73.81%	(Except major)		
			Minor applications	109b = 60%	109b = 57%	BQ	BQ	84.0%	7th	lp = 90.07%	Minor = 65% Stretched Minor = 72%	61.83%				
			Other applications	109c = 74%	109c = 75.59%	BQ	BQ	92.1%	7th	lp = 94.08%	Other = 80% Stretched Other = 87%	80.23%				
14	Natural and Built Environment	NI 154	Net additional homes provided	N/A	N/A						285 additional homes p/a	248	↑	N/A	Target: 280 is the annual requirement set by the Regional Plan and 285 refers to LAA target.  Good performance - almost 16% above delivery of 214 units required for 1st, 2nd and 3rd quarters. The number of net additional homes provided in the 3rd quarter is less than the numbers provided in the 1st or 2nd quarters. This is a result of the credit crunch, but may also reflect seasonal changes. The end of year figure is estimated to be 293, which is above the target.	
15	Natural and Built Environment	New LPI based on BV 64	Private dwellings returned to occupation	0	0	No comparison data	BQ	53.3%	Joint 6th	SC = 69%	12	8	↑	↑	The end of year estimate is 12, which suggests that the target will be met.  Landlord grants are means tested, which tends to preclude owner occupiers. Also landlord grants are now restricted to those participating in Private Sector Leasing Scheme	
16	Natural and Built Environment	LPI 15	Number of affordable rent agreements secured	5	5						30	21	↓	↑	This scheme was launched in June 2008 and there was an excellent initial take up. Despite willing landlords, the recent lull in take up is due to lack of demand from the Housing Division Housing Needs Register. The estimated end of year figure is 28, which is slightly below the target.	
17	Natural and Built Environment	New LPI	% of planning decisions determined as delegated items	91.3%	91%						90%	88.20%	↓	↓	The percentage equates to the following totals: 944 delegated items and 1070 total applications.  Ideally, as a matter of good practice, the number of decisions made as delegated decisions should be at least 90%. The end of year estimate is 89%, which is just below the target.	
<b>Vibrant places and strong communities</b>																
18	Natural and Built Environment	LPI 9	Number of homes adapted to meet the needs of older people or disabled people	26	30						30	34	↑	↑	Target met, due to an increased demand. The end of year estimate is 40. The bid to Go-East for additional specified capital grant for 2009/10 was confirmed in December 2008.  Paper H184 O&S (CS) Committee, 3 February 2009 provides further details.	
19	Customer Services	LPI 18	Percentage of telephone calls answered where enquiry is resolved at point of contact:- (a) General enquiries	n/a	80.98%						81%	90%	↑	↑ cf Q4 07/08	9% above target. Good level of resolution with continued growth in level of calls. <b>HoS comment:</b> Growth in calls reflects the gradual movement away from the main switchboard number to the General Enquiries number (01473-826622)	
			(b) Housing enquiries	n/a	91.05%							91%	75%	↓	↓ cf Q4 07/08	16% below target. Good resolution on core service requests, in addition to taking telephone call traffic for other back office staff to provide phone cover. <b>HoS comment:</b> Work in Planning (see note below) has highlighted differences in the call resolution standard for messages. Further work is being undertaken in Housing during Q4 to see if the same issue applies and if performance is understated.
			(c) Planning enquiries	n/a	76.48%							75%	92%	↑	↑ cf Q4 07/08	Good level of resolution of calls taken. <b>HoS comment:</b> Improved performance has been achieved by achieving greater clarity on the distinction between valid messages/ring back appointments taken for professional staff and enquiries not resolved at point of contact. Earlier quarters have probably been understated for that reason.

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			(d) Money Matters	n/a	90.88%						91%	95%	↑	↑ cf Q4 07/08	4% above target. Good level of resolution of calls taken.
			(e) Overall	81%	81%						80%	88%	↑	↑ cf Q4 07/08	8% above target for 2008/9 in Q3 on calls answered by Teams. <b>HoS comment:</b> Some variation may occur in Q4 following the work with the Housing Team referred to above. However it is anticipated that the overall performance will remain above target at 31st March 2009.
20	Customer Services	LPI 80	Customer satisfaction - telephone service	98%	98%						98%	100% (see comments)	↑	↑	Service satisfaction is exceptionally high at 100% but that is attributable to the very small sample size. Despite that the key message is that customers at times still experience difficulty in getting through at the first attempt. Telephony software to measure the extent of that issue was installed on 26th January. Information will be available at the meeting. <b>HoS comment:</b> Obtaining a sample of sufficient size to provide reliable data has become increasingly difficult. Customers are reluctant to spend time answering questions. The survey methodology will therefore be changed during the 4th quarter. Greater use will be made of paper based evidence and emails in order to obtain feedback on the quality of service.
21	Customer Services	BV 10	The % of Non Domestic Rates collected in the year	89.56%	99.05%	2Q	3Q	99.40%	6	lp = 99.4%	99.2%	87.71%	↑	↓	<b>Currently 0.95% down on target</b> (£185,000) and 1.85% down on Q3 (£362,000). However it is felt collection will recover in the final quarter and the 99% collection target will be met. Shortfall is due to debts being profiled further into the year. In April 2008 we only had 2000 instalments (accounts paying), whereas in January 2009 it had increased to 2500. £127,000 new debt has been created in the last 30 days. <b>Trend: Signs of economic climate impacting on businesses cashflow.</b> There has been an increase in summons and liability orders issued year to date compared to the same period last year. Summons + 41% and liability orders + 24%. <b>HoS comment:</b> Account changes during the year, by regulation, result in any debt being reprofiled over the remaining months of the year. Consequently a significant amount of debt is not due until February and March. Most of those payments will be made as requested which will restore collection rates to the target set.  Paper H185 O&S (CS) Committee, 3 February 2009 provides further details.
<b>How we will deliver (enabling measures)</b>															
22	Contract and Asset Management	LPI 12a	% of capital expenditure achieved on the Housing Revenue Account	50%	81%						97%	60%	↑	↑	There are no areas of concern. The end of year estimate is 97%, which suggests that the target will be met.
23	Corporate Services	BV 2a	The level of the Equality Standard for Local Government to which the authority conforms	level 1	level 1						level 2	level 2	↑	↑	Target achieved. Officers are currently researching the New Equality Framework which comes into force from 1 April 2009. They will give consideration to resource implications.
24	Finance	NI 179	Value for Money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year	N/A	N/A						£400,000	£800,000	↑	N/A	Above target.

Ref	Division	PI	Performance Indicator Description	2007/08		Comparative Data					Current Position				Comments
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1 These indicators should be considered together.	Customer Services	NI 181 (replaced BV 78a and BV 78b in 2008/09)	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events								15 days* (* Notional target during first year indicator applies)	9 days	↑	N/A	Notional target set post April 2008 as Government information on projected outturn was unavailable. Background data for initial year of collection was entirely in the hands of Central Government the availability of which was delayed.  <b>HoS comment:</b> Target will be revised for 2009/10 in the light of experience during 2008/09. At 9 days performance is on a par, or slightly ahead of peer authorities.
	Customer Services	BV 78a (consider in conjunction with NI 181)	Time taken to process Housing Benefit/Council Tax Benefit - new claims	16.9 days	16.4 days	TQ	Waiting for data from the Audit Commission	Waiting for data from the Audit Commission	Waiting for data from the Audit Commission	Waiting for data from the Audit Commission	14 days	16.8 days	↓	↑	<b>Below target.</b> Current economic climate is generating a large increase in benefit applications. Caseload has increased by 220 cases during the current financial year. Compared to Q3-2007 the number of new claims processed has increased by 40% (247 claims). This has had a knock on effect when dealing with change of circumstances. <b>Trend - Case load is increasing. Compared to April the 4 weekly cycle of rent allowance payments has increased by £70,000.</b>  <b>HoS comment:</b> Maintaining performance while training new staff and impact of long term sickness stretched resources in the early part of the year. New staff are now online, but cover for maternity leave in the second half of the year together with an increase in claims received due to the economic downturn will continue to impact for the remainder of the year. Those factors make it unlikely that targets will be achieved. Savings envisaged as a result of improved processing have been offset by the increased workload. Central govt has increased Babergh's Benefit administration grant by £41K in 2009/10 to assist in managing the increased workload.
	Customer Services	BV 78b (consider in conjunction with NI 181)	Time taken to process Housing Benefit/Council Tax Benefit - change events	5.7 days	5.9 days	TQ	Waiting for data from the Audit Commission	Waiting for data from the Audit Commission	Waiting for data from the Audit Commission	Waiting for data from the Audit Commission	5 days	6.5 days	↓	↓	
2	Natural and Built Environment	LPI 6	No. of homes (private sector) improved to meet the decent homes standard	19	27						40	23	↓	↑	Change of policy has resulted in increased take up over previous months when worries over credit crunch deterred take up of loans. End of year estimate is 35, which suggests that the target will not be met.  For further information see Report H184 to O&S(CS) committee 3 February 2009
3	Customer Services	BV66a	Proportion of local authority housing rent collected	98.64%	99.11%	N/A	TQ	99.00%	2 out of 4	MS = 99.50%	99.25%	98.68%	↓	↑	<b>0.57% below target</b> (£50,000) 0.04% up on Q3 2007/08 (£4,000). The end of year estimate is 99%. <b>Trend: Economic downturn appears to be generating more contact from tenants on debt issues.</b>  Projected outturn for Q4 using average figures from year to date is around 99%. Irregular but nevertheless legitimate payments may however be masking the collection rate in the short term. Although that situation stabilises as we approach 31st March closer monitoring is being undertaken to ensure that collection is maximised in Q4.