

You are requested to attend a meeting of the Tenant Services Management Board to be held in The John Meikle Room, The Deane House, Belvedere Road, Taunton on 25 January 2016 at 18:00.

Agenda

- 1 Welcome
- 2 Apologies.
- 3 Minutes of the meeting of the Tenant Services Management Board held on 16 December 2015 (attached).
- 4 Public Question Time.
- 5 Declaration of Interests
To receive declarations of personal or prejudicial interests, in accordance with the Code of Conduct.
- 6 Draft Housing Revenue Account (HRA) Estimates 2016/17. Report of the Senior Accountant - Services (attached).
Reporting Officer: Lucy Clothier
- 7 Housing Revenue Account (HRA) Business Plan Review. Report of the Director - Housing & Communities (attached).
Reporting Officer: James Barrah
- 8 Draft Corporate Strategy 2016 - 2020. Report of the Corporate and Performance Manager (attached).
Reporting Officer: Paul Harding
- 9 Update on Progress of One Teams. Report of the Assistant Director - Housing & Community Development (attached).
Reporting Officer: Simon Lewis
- 10 Latest Indices of Multiple Deprivation (2015) and Impact in One Team Areas. Report of the Assistant Director - Housing & Community Development (attached).
Reporting Officer: Simon Lewis

11 Verbal Update on Repairs Performance. Report of the Interim Assistant Director - Property and Development (attcahed).

Reporting Officer: Terry May

Bruce Lang
Assistant Chief Executive

22 February 2016

Members of the public are welcome to attend the meeting and listen to the discussions.

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Speaking under "Public Question Time" is limited to 4 minutes per person in an overall period of 15 minutes. The Committee Administrator will keep a close watch on the time and the Chairman will be responsible for ensuring the time permitted does not overrun. The speaker will be allowed to address the Committee once only and will not be allowed to participate further in any debate.

Except at meetings of Full Council, where public participation will be restricted to Public Question Time only, if a member of the public wishes to address the Committee on any matter appearing on the agenda, the Chairman will normally permit this to occur when that item is reached and before the Councillors or Tenant Services Management Board Members begin to debate the item.

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If an item on the agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

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Tenant Services Management Board Members:-

Mr A Akhigbemen

Mr R Balman

Councillor R Bowrah, BEM

Mrs J Bunn

Ms M Davis

Mr D Galpin

Mrs J Hegarty

Mr K Hellier

Mr I Hussey

Mr R Middleton

Ms D Pierowicz

Minutes of the meeting of the Tenant Services Management Board held on Wednesday 16 December 2015 at 6pm in The John Meikle Room, The Deane House, Belvedere Road, Taunton.

Present: Mr R Balman (Chairman)
Mrs J Bunn, Mr D Galpin, Mrs J Hegarty, Mr K Hellier, Mr R Middleton and Councillor Bowrah.

Officers: Paul Hadley (Housing Manager - Lettings & Anti-Social Behaviour), Tony Knight (Estates Officer - ASB), Steven Clarke (Estates Officer – Pre-Void & Tenancy Enforcement), Michaela Mullen (Welfare Reform Project Officer), Vanessa Flook (Estates Officer – Pre-Void & Tenancy Enforcement), Terry May (Assistant Director – Property & Development), Stephen Boland (Housing Services Lead), Martin Price (Tenant Empowerment Manager), Simon Lewis (Assistant Director - Housing & Community Development) and Emma Hill (Democratic Services Officer).

(The meeting commenced at 6.00pm)

1. Apologies

Ms M Davis, Mr A Akhigbemen, Mr I Hussey, Ms D Pierowicz and Councillor T Beale

2. Minutes

The Minutes of the meeting of the Tenant Services Management Board held on 16 November 2015 were taken as read and were signed.

3. Public Question Time

No questions received for Public Question Time.

4. Declarations of Interests

Councillor Bowrah declared a personal interest as member of his family were Taunton Deane Borough Council Housing Tenants and declared a personal interest as family member had applied to the Council's Right to Buy Social Mobility Fund 'Homeownership' Cash Incentive Scheme.

Mr R Balman, Mrs J Bunn, Mr D Galpin, Mrs J Hegarty, Mr R Middleton, Mr K Hellier declared personal interests as Taunton Deane Borough Council Housing Tenants.

6. Anti-Social Behaviour Activity Briefing

Considered briefing report previously circulated, concerning an update on the performance within the Anti-Social Behaviour Service.

Satisfaction with the service remained high, at end of Quarter two 2015/16 95.4% (target 66%) of tenants who reported ASB in year to date rated the help and advice received as good or excellent. This was a 0.6% reduction since the last update, but we

continue to enjoy very high satisfaction responses from those affected who return surveys after case closure.

There were 33 Anti-Social Behaviour (ASB) cases recorded and opened between 1 July 2015 – 30 October 2015, which included seven cases of harassment, two cases of hate crime, three physical violence and four cases involving drugs.

20 cases were closed during the period (1 July 2015 – 30 October 2015), of these 15 were resolved. Two cases were closed as unfounded complaint and two others were closed as the tenants terminated their tenancy. One other case was closed as no action was required.

Officers provided the Board Members with a summary of the current High Profile/Risk Cases and their current status as well as what the next step was.

Resolved that the Board noted the Officer's report.

7. Pre-Void Inspection and Tenancy Enforcement Activity Briefing

Considering the briefing report previously circulated, concerning an initial feedback and comments on the progress within the Pre-Void Inspection and Tenancy Enforcement Service.

Initially Estates Officer's work was focused on Pre-void inspections, although towards the end of this initial period, this then began to engage in Tenancy Enforcement tasking.

The Total inspections completed with this period 37 Pre-void and three Tenancy Enforcement. Below was a breakdown of the work relating to Pre-Void Inspections and Tenancy Enforcements:-

- Ten inspections were commissioned as the result of either the death of the tenant or the tenant moving into residential care. Officers had been assured the properties would come back in a good condition and had been emptied of all belongings.
- Nine inspections were on properties that were either neglected or contained a large quantity of belongings. The approximate cost or potential re-charges were £3,778.00 including admin costs of 15% and VAT.
- Five properties had required re-visits to monitor progress and ensure work was completed as agreed.
- To date no tenants that had been contacted had refused to carry out the work requested.
- To date one next of kin refused to agree to an inspection.
- Work had been carried out on three households where the properties were being neglected largely due to hoarding. These households would require longer term support which was aimed at bringing the property back to a more manageable condition.
- These properties were located in Wellington, Bishops Lydeard and Taunton.

During the discussion of this item, board members made the following comments and asked questions. Responses shown in italics:

- Thank you to the Housing Manager for this informative update report. Members recognise that issues regarding hoarding in tenants houses wasn't necessarily a physical issue but might be a mental issue. The outcomes from the officer's efforts was well worth the expenditure.

Resolved that the Board noted the Officer's report.

8. Welfare Reform Activity Briefing

Considered briefing report previously circulated, concerning an update on the performance within the Welfare Reform project.

The number of tenants affected this month were 330, however this was subject to change on a daily basis due to tenants moving in and out of employment.

The breakdown of tenants that had now downsized were:

- 2 Direct Match approved and completed
- 47 Successful moves on CBL completed
- 1 Successful bids pending a move on CBL
- 0 Mutual Exchange's being processed
- 23 Mutual Exchanges Completed
- 1 Moved to private sector

All affected tenants were being offered advice on Discretionary Housing Payments (DHP's) and assistance to help them complete the application form. Since the start of this financial year 69 DHP's had been awarded to TDBC's tenants.

The Benefit Cap was currently affected two TDBC tenant households.

Rent Arrears

- 1st April 2015 Bedroom Tax rent arrears were £41,483.73 with 179 tenants in rent arrears.
- 1st May 2015 Bedroom Tax rent arrears were £44,874.09 with 192 tenants in rent arrears. With an increase in rent arrears of £3,390.36 on the previous month
- 1st June 2015 Bedroom Tax rent arrears were £41,762.32 with 184 tenants in rent arrears. With a decrease in rent arrears of £3,111.77 on the previous month
- 1st July 2015 Bedroom Tax rent arrears were £38,152.16 with 162 tenants in rent arrears. With a decrease in rent arrears of £3,610.16 on the previous month
- 1st August 2015 Bedroom Tax rent arrears were £38,765.54 with 164 tenants in rent arrears. With an increase in rent arrears of £613.38 on the previous month
- 1st September 2015 Bedroom Tax rent arrears were £37,920.78 with 167 tenants in rent arrears. With a decrease in rent arrears of £844.76 on the previous month
- 1st October 2015 Bedroom Tax rent arrears were £34,660.97 with 149 tenants in rent arrears. With a decrease in rent arrears of £3,259.81 on the previous month

- 1st November 2015 Bedroom Tax rent arrears were £35,663.44 with 170 tenants in rent arrears. With an increase in rent arrears of £1,002.47 on the previous month

Universal Credit went live on 20th April 2015. To date the Council had 18 tenants who had submitted a claim. Officers had been working closely with these tenants and the level of help and support needed was substantial and this needed to be tailored to each of their personal circumstances.

Currently only single unemployed people were able to make claims for UC, which accounts for the small number of affected tenants at this time. However as the role out of UC became wider and involved more families, the result was a significant increase in the number of tenants claiming UC.

Resolved that the Board noted the Officer's report.

9. Verbal Update on Repairs Performance.

The Interim Assistant Director for Property and Development gave verbal update on the performance of the Repairs Service.

Below was a summary of the performance of the Council's Repairs Service:

- With Open Contractor (OC), there had been significant improvements in relation to Key Performance Indicators (KPI's) figures but this was not reflected in academy and SAP finance.
- Officers were meeting with the 'Out of Hours' team to establish proper procedure for closure of job tickets and the opening additional job tickets as well as process to track the progress of the job tickets.
- Repairs Service performance was above target (98%) during quarter one at 99.16%.
- The improving KPI's linked into more IT work that needed to be done.
- On the 1st April, the service would be reviewing how it reported to the Board in relation to the service's performance. For example, splitting up the work between what was being completing by the DLO and that was completed by Contractors as well as presenting a joint average.
- The Housing Service were looking to update their current version of OC to OC 13, which would improve on some of the IT issues.
- The officers were hoping that the service's performance position would be better by quarter four.
- The use of the PDA's was bedding in well within the workforce. The service was completely off paper tickets.
- The service structure was currently going through a merger of work teams as well as training on the appropriate and relevant services. The physical office location merger was behind schedule but hopefully this would be complete in the New Year.
- Capita were carrying out refresher training sessions for the work planners.

During the discussion of this item, board members made the following comments and asked questions. Responses shown in italics:

- Could the officer looked into an issue where tenants were organising for surveyors and engineers to come round but then they contact the tenants to re-arrange but the engineer turns up at the original date. There appears to be an issue with communication.
- No complaints about the actual worked completed at the properties.
Currently, the department was reviewing its structure as well as employing some temporary staff. The communication between the planners, tenants and engineers needed to be worked on and improved. Officer would look into this and report back to the Board.
- When would the DLO be coming round to clear the guttering on the properties on Valley Road? Some of the guttering on the properties were very overgrown and blocked.
Currently, there was no maintenance contract for the clearing and maintaining of housing stock guttering. But the Housing department were looking into re-instating a maintenance budget for this.
- Concerning the Grounds Maintenance, specifically grass cutting.
The budget for grass cutting only had one or two cuts left in it before end of the year which be in the spring but we were having a mild winter so the grass was still growing. The grass regime needed to be looked at as the number of cuts had been cut repeatedly.

Resolved that the Board noted the Officer's report.

10. Verbal Update on Sheltered Housing Service and Charges

Reference minute No. eight of the meeting dated 16 November 2015, considering the report previously circulated, concerning the proposed new Sheltered Housing Service and Charges for the Council's Sheltered Housing Scheme.

The Housing Services Lead gave verbal update accompanied by a PowerPoint presentation on the proposed new service for Sheltered Housing Scheme. The officer updated Board Members with the feedback from Community Scrutiny Committee, Executive Committee and then Full Council on 15 December 2015, where the proposals were supported and approved by Members.

The Council and officers were moving into the implementation stage of the approved proposal. This included working with officers to help them to prepare for the new way of working as well as working on the background elements of the Council's Academy system installing the approved new charges.

Officers talked through the overall details of the approved new Sheltered Housing Service. Although with the new service, it would not mean huge change in what officers were required to do or their responsibilities but Managers were planning to complete one to one sessions with Sheltered Housing officers to refresh, remind and make sure they were aware what they were expected to do as well as putting in place training where there were any gaps.

Resolved that the Board noted the Officer's report.

11. Verbal Update on Creechbarrow Road – Feedback from Board Members Site Visit.

The TSMB Board Members gave verbal feedback from their visit to the Creechbarrow Housing Development site.

Below was a summary of the feedback provided by those Board Members who visited the Creechbarrow Road Development site:

- The Board Members were very impressed with the development properties.
- There were nice fixtures and fittings on the inside.
- Only concern for regarding fixtures was there were no cooker extractor hoods within the properties with open plan kitchen/dining and living rooms.
- Currently, there were no tenants in the new properties. Units hadn't been handed back to the Council.
- Spyholes within the flats in the adapted properties were not at the correct height for someone in a wheelchair.
- Security Chains – due to the position of the chain and the way the wall came out next to it, tenants wouldn't be able to look through the gap whilst using a chain as the wall prevented it.
- Officers would send out another invite to Councillors, Members and Board Members to arrange more visits to the site before hand over of the properties.
- The properties were well spread out and didn't seem to be built on top of each other.
- Board Member said they were glad, that TDBC had stuck to traditional construction i.e. brick/block and not timber frame as it had a longer lifespan.

During the discussion of this item, board members made the following comments and asked questions. Responses shown in italics:

- Wondered if other Council Tenants would be interested in seeing these types of properties in other parts of the estates?

Resolved that the Board noted the Officer's report.

(The meeting ended at 7.25pm)

Declaration of Interests

Tenant Services Management Board

- Taunton Deane Borough Council Housing Tenants;
 - Mr R Balman
 - Mrs J Bunn
 - Mr M Davis
 - Mr D Galpin
 - Mrs J Hegarty
 - Mr K Hellier
 - Mr I Hussey
 - Mr R Middleton
 - Mr A Akhigbemen
 - Ms D Pierowicz

- Family Member(s) are Taunton Deane Borough Council Housing Tenant;
 - Councillor Bowrah

Taunton Deane Borough Council

Tenant Services Management Board – 25 January 2016

Draft Housing Revenue Account (HRA) Estimates 2016/17

Report of the Senior Accountant - Services

(This matter is the responsibility of the Executive Member, Councillor Terry Beale)

1 Executive Summary

This report updates the Board on the draft Housing Revenue Account (HRA) budget proposals for 2016/17.

Changes in national policy announced in 2015 have greatly affected the long term financial position of the HRA, and a fundamental review of the HRA Business Plan is underway.

This report also includes the proposed rent charges for the year, in line with the amended national rent policy.

The proposals included within this report would enable the Council to set a balanced budget for 2016/17, with the ongoing position to be addressed within the Business Plan Review.

The draft HRA capital programme includes proposed investment of £8.714m in the Council's housing stock. This includes major works, including adaptations, on existing dwellings and improvements to related assets.

2 Background

2.1 The purpose of this report is to update and request comments from the Board on the Draft Housing Revenue Account (HRA) budget proposals for 2016/17.

2.2 2016/17 will be the fifth year of operating the HRA under self-financing. The Board will be aware that the Council took on self-financing debt of £85.2m in March 2012.

2.3 A fundamental review of the HRA Business Plan was scheduled for 2015/16, and to support this funding was made available from 2014/15 underspends. Changes in national policy announced in 2015 have greatly affected the long term financial position of the HRA Business Plan, making this review essential.

A summary of the proposed legislation affecting the HRA that has been announced in 2015:

2.4 Welfare Reform and Work Bill

- Reduction in Social Housing Rents - Social housing rents will be reduced by 1% each year up to 2020

- Further Welfare Reforms

2.5 Housing and Planning Bill

- A Right to Buy for housing association tenants
- Duty to consider selling vacant high value local authority housing – Local authorities will be expected to sell vacant ‘high value’ housing and transfer the funds to the Secretary of State
- Pay to stay - higher rents for social tenants with household income of over £30,000 per year with additional income transferred to the Secretary of State

2.6 Spending Review and Autumn Statement 2015

- Housing Benefit in social housing capped to Local Housing Allowance Rates

2.7 A summary of the overall Draft HRA Budget 2016/17 is included in Appendix A.

3 Dwelling Rent Levels for 2015/16

3.1 Dwelling rents for approximately 5,800 properties currently provides annual income of over £24m for the HRA.

3.2 The Welfare Reform and Work Bill sets out a 1% reduction in all social rents from 1st April 2016 for 4 years. This negates the 10 year national rent policy for social housing that was implemented in April 2015, and greatly reduces the income expectations for the HRA. The 10 year rent policy included annual increases in dwelling rents of the Consumer Price Index (CPI) plus 1%.

3.3 There has been no confirmation that rents will be different than the policy of CPI +1% after the four year rent reduction. However the more prudent expectation that they will reduce to increasing by CPI only is also being modelled. Below is a table showing the annual reduction in rent for the next five years, when compared to the Business Plan.

Table 1: Reduction in Dwelling Rent Income Compared to the Business Plan

	Reduction in Rent Income Compared to Business Plan				
	2016/17	2017/18	2018/19	2019/20	2020/21
Impact of lower inflation (-0.1%)	439,900	459,000	472,400	487,000	501,800
Additional impact of change in social housing rent policy:					
If rent policy returns to CPI + 1% from 2020/21 to end of 10 year Rent Policy	461,100	1,465,500	2,480,000	3,510,100	3,609,200
If rent policy returns to CPI only from 2020/21	461,100	1,465,500	2,480,000	3,510,100	3,845,600

3.4 When forecasted over the length of the Business Plan, this reduction in rent represents a significant reduction in income to the HRA.

Table 2: Cumulative Reduction in Dwelling Rent Income Compared to the Business Plan

	Cumulative Totals		
	5 Years (to 2020/21)	To end of current 30 Yr Business Plan 26 Years (to 2041/42)	Full 30 Yrs (to 2045/46)
If rent policy returns to CPI + 1% from 2020/21 to end of 10 year Rent Policy	13,886,000	124,124,200	150,455,400
If rent policy returns to CPI only from 2020/21	14,122,400	154,054,000	187,811,300

3.5 Inflation is currently lower than the 1.7% assumption used in the Business Plan and so this figure would not have been fully achieved under the previous rent policy. CPI in September 2015 (the month used for rent increases) was -0.1%. This would have led to rent increases of 0.9% (CPI of -0.1% plus 1%) for 2016/17, which would have increased rent dwelling income by £461k.

3.6 Local Authorities have previously had the power and duty to set their own rents, however the Welfare Reform and Work Bill no longer allows for rents to be above a 1% reduction. This will be enforced through Chapter 6 and 7 of Part 2 of the Housing and Regeneration Act 2008.

3.7 In line with the national rent guidance it is **proposed that the average weekly rent for dwellings for 2016/17 should be set at the guideline rent of £83.06, a decrease of 1.0% or £0.84 per week.**

3.8 The rents for 2016/17 calculated from the formulae are:

		2015/16	2016/17	% increase
Average rent	<i>Rent as per Rent Guidelines (with uplift of CPI+1% from 2015/16)</i>	£83.90	£83.06	-1.0%
Rent under old rent system (without convergence)	<i>With uplift of CPI+1 %</i>		£84.66	0.9%
Proposed average weekly rent			£83.06	-1.0%
Total increase over previous year £p			-£0.84	
Total increase over previous year %			-1.0%	

3.9 The number of dwellings lost through Right to Buy and development has also been rebased, with a net reduction in numbers. This has reduced the rental income expected in 2016/17 by £97k in 2016/17. The rental income is expected to increase as the 60 dwellings at Creechbarrow Road are handed over, however losses through Right to Buy will continue.

3.10 The level of rent lost through void properties is set in the Business Plan at 2% of total rent due. This rate currently being experienced is much lower than this (currently just under 1%). Adjusting this figure in 2016/17 (for one year only) increases the rental income budget by £158k.

3.11 In total the expectation in dwelling rent income has reduced by £840k.

4 Other Income

- 4.1 Around 8.1% of HRA income, or some £2.15m in total, comes from non-dwelling rents (mainly garages but also shops, hostels and community centres), charges for services and facilities, and contributions to HRA costs from leaseholders and others. The proposed changes to specific budget lines, reflecting changes approved by Full Council in December 2015, are:
- 4.2 **Non Dwelling Rents:** a 0.8% increase, standard inflation (RPI) amount as at September 2015 (last year 2.3%).
- 4.3 **Charges for Services and Facilities:** a 0.8% increase (last year 2.3%). Budgets for service charges have been reset in line with the current stock, and budgets added for annual service charges to leaseholders and rechargeable repairs for current and former tenants. Charges to leaseholders will continue to be based on actual costs incurred.
- 4.4 **Sheltered Housing Service Charges:** a separate review of Sheltered Housing has been undertaken, and service charges set at a flat rate of £10.93 for 2016/17. This represents no increase on the average charge for 2015/16, with all existing tenants being protected on their current rates should their individual rates increase.
- 4.5 Following the approval that tenants in receipt of Housing Benefit with a Piper Lifeline will be subsidised by the HRA, a reduction in income of £151.8k is expected.
- 4.6 **Contributions towards expenditure:** from the General Fund to cover a share of costs in the HRA for work done on estates where people have bought their homes under Right to Buy. (There are approximately 4,000 privately-owned homes on HRA estates, compared to around 5,800 total HRA stock; those private households pay their share of HRA estate-management costs through their council tax and the General Fund.)
- 4.7 **PV Income:** following the installation of photovoltaic panels on a number of houses, Feed In Tariff income of £160k is expected in 2016/17.
- 4.8 Somerset County Council continues to purchase Supporting People services from a range of providers including TDBC.

5 Expenditure

- 5.1 Below are brief descriptions of the main areas of spending with explanations of any significant changes to the currently approved Business Plan.
- 5.2 **Management Expenses:** These include the costs of the teams administering tenancies, collecting rents and arranging or planning maintenance work as well as a share of the Council's other relevant costs. The Business Plan included standard corporate inflation assumptions. Key points for 2016/17 are:
- a) Shared service costs – costs transferred from the General Fund for services that cover both GF and HRA such as Finance, ICT and HR are expected to be £67k lower than in 2015/16. This includes an increase in contribution towards past service pension costs.

- b) The inclusion of £150k relating to costs associated with a range of projects within the housing service. These result from both changes in Government policy, and other areas where we have identified the requirement to improve our service. These costs will be incurred for a period of approximately two years. Key projects include
- Improving our statutory compliance arrangements in areas such as asbestos management and fire safety,
 - Improving asset management arrangements in preparation for the need to dispose of assets in line with Government policy to fund the extension of Right to Buy via disposal of Council property
 - Action plan to respond to the most recent Tenant and Leaseholder satisfaction survey results showing a downward trend in satisfaction.

5.3 **Maintenance:** The cost for 2016/17 is expected to decrease by £170k. This equates to spend of around £1,090 per property, based on the service's best estimate of work that can be carried out. Key points for 2016/17 are:

- a) The Pre-Planned Maintenance (PPM) contract is expected to be £300k lower than the estimate in the Business Plan. However, this could vary depending on the amount of works needed.
- b) The amount of asbestos works currently funded within Specialist Works is expected to be higher than currently budgeted due to more tests being carried out. This is expected to last a number of years.
- c) Heating works have been reduced in line with current forecasts.
- d) The amount put aside to cover the cost of works up to the insurance excess (£250k), is being reduced from £100k to £50k. The average amount over the last three years is £43k and there is an earmarked reserve should any larger works be needed.
- e) General Maintenance has been increased by £158k for one year only. This is funded from the one-off increase in rental income, due to a reduction in void loss (paragraph 3.10).

5.4 **Special Services:** Special services includes spend on communal areas, such as grounds maintenance and cleaning costs. It also includes Sheltered Housing and Extra Care schemes. There is an increase in budget for Sheltered Housing in 2016/17 relating to the new service provision, and the new way in which Supporting People funding is to be used. This was taken into account with the Sheltered Housing Service Charges report.

5.5 **Provision for bad debts:** The Business Plan includes a planned three year rise in the provision for non payment of rents and other charges - from 0.5% of rental income to 2%. This is due to expectations of higher rates of bad debt relating to Welfare Reform. The three year period ends at Q3 2016/17, with three quarters of the year at 2% and one quarter of the year at 0.5%. Therefore the overall provision reduces from £515k 2015/16 to £415k in 2016/17.

5.6 **Depreciation:** cash reserved in the Major Repairs Allowance (MRA), increased in line with expected national accounting rules and used towards £6.72m capital work that maintains housing stock in good condition.

5.7 **Debt Management Expenses:** bank charges and the costs of managing cash flow, borrowing and investments.

- 5.8 **Repayment of Borrowing and Interest:** interest and a contribution towards the repayment of the debt currently held in the HRA of £97.6m. The contribution towards the repayment of debt is due to increase to £1m in 2016/17, in line with the Business Plan.
- 5.9 The interest payable on debt is expected to be lower than the Business Plan by £213k. This is because the additional borrowing for approved schemes such as Creechbarrow Road and the Phase 1 sites does not need to be externally borrowed during 2016/17. Cash reserves can be used to temporarily cover this capital expenditure, however this is only a short term arrangement and external borrowing will be needed as reserves are used for their earmarked purpose. Therefore no interest is payable until the additional amounts are externally borrowed. This is currently expected to be in 2017/18 and so this saving relates to 2016/17 only. This does, however, reduce the amount of interest received on investments (paragraph 4.9), but to a lesser extent due to the differences in interest rates.
- 5.10 **Interest receivable:** is based on an estimated interest rate on investments.
- 5.11 **Social Housing Development Fund:** is the revenue contribution made towards developments such as Creechbarrow Road and Weavers Arms. It remains at £1.0m in 2016/17.

6 Appropriations

- 6.1 **Transfers to General Fund:** This was previously the estimated procurement savings being achieved within the HRA through the Southwest One procurement team and recorded through the Benefits Tracking System (BTS). The cost of the Transformation Project has now been fully funded and any ongoing procurement savings will be retained by the HRA. This represents a one-off saving of £177k in 2016/17 compared to the Business Plan.
- 6.2 **Revenue Contribution to Capital (RCCO):** RCCO pays for capital work costing more than the £6.72m Major Repairs Allowance (MRA) noted in paragraph 5.6 above and the £1m Social Housing Development Fund allocation. The Draft Capital Programme is £8.589m for 2016/17, which includes £0.86m investment proposed to be funded from RCCO.
- 6.3 If the proposals in paragraph 7.3 are not approved, this would increase the RCCO cost by £0.125m.

7 Summary of Movements in Draft 2016/17 HRA Budget Estimates

- 7.1 The following table provides a summary of the main changes to draft budget estimates for the HRA Revenue Account, including the proposals to deliver a balanced budget in 2016/17.

Budget Area	Reference Paragraph	£k
Balanced Budget for 2016/17 in Business Plan		0
Dwelling rents	3	998
Piper Lifeline (as agreed at Full Council 15/12/2015)	4.4	152
Specialist works	5.3	67

Pre-Planned Maintenance	5.3	(300)
Responsive heating	5.3	(100)
Self Insurance Fund	5.3	(50)
Interest payable	5.8	(213)
Procurement Savings	6.1	(177)
Shared Services Costs	5.2	(67)
Housing Service improvement projects	5.2	150
Reduction in dwelling void loss assumptions	3.10	(158)
General maintenance	5.3	158
Other minor changes		(74)
Budget Gap		386
Proposals for achieving a balanced budget in 2016/17		
RCCO - Related Assets 2016/17		(125)
Use of earmarked reserves from reduced RCCO for Related Assets in 2015/16		(24)
Provision for bad debt		(192)
Creechbarrow Hub running costs		(35)
Transfer Removal Grants		(10)
Balanced Budget for 2016/17		0

7.2 An overview of the proposals is as follows:

- Related Assets 2016/17 – Reduce RCCO by £125k by removing capital programme for Related Assets (garages, meeting halls, unadopted areas and sewage treatment works). There are currently no planned programmes for 16/17. Works would resume in 2017/18.
- Related Assets 2015/16 – Reduce RCCO by £24k by ceasing non urgent capital works on Related Assets in 2015/16, and earmarking this underspend to providing funding for the revenue budget in 2016/17.
- Provision for bad debt - The Business Plan allows for an increased provision for non-payment of rental income for a three year period due to Welfare Reform. This three year period is due to end in 2016/17. Universal Credit is now being rolled out across the Borough, but this is likely to take some time. Therefore the remaining provision would be made available over a three year period to better represent the expected impact on the HRA.
- Creechbarrow Hub - The Business Plan had allowed for the Hub to be in place in 2016/17, however it is not likely to be open until later in the year. Therefore savings will be made on the running expenses and salary of the Hub Manager post.
- Transfer Removal Grants - Transfer Removal Grants (TRGs) are paid to tenants to incentivise downsizing to a smaller property. The budget was increased to £60k as part of the Welfare Reform measures, however it is expected that demand will at a lower level going forward.

8 HRA Reserves

8.1 As set out in the HRA Business Plan the recommended minimum unearmarked reserve balance for the HRA is £1.8m (approx £300 per property). The reserve balance as at 1 April 2015 was £3.484m, however with a number of approved changes during the year, the current balance is £2.458m. This does not include any

15/16 forecast overspends, or any further supplementary estimates in 2015/16. If the proposals in 7.2 are approved there are no budgeted transfers to or from this balance in 2016/17.

9 2016/17 Draft Housing Revenue Account Capital Programme

9.1 The proposed Draft HRA Capital Programme 2016/17 totals £8.714m. This is provided to highlight the capital investment requirements included in the current Business Plan for the next budget year. The current 5-Year HRA Capital Programme is shown below, which includes forecast capital expenditure requirements for the period 2016/17 to 2020/21, as identified in the Business Plan.

9.2 As the Board will be aware a large scale stock survey has recently been approved. This survey will give greater understanding of the investment needed in our stock the coming years, up to the end of the Business Plan and therefore this is subject to change pending the outcome of the stock survey.

9.3 This report does not include schemes that have been previously approved where the spending is planned in 2016/17.

9.4

Table 3: Draft HRA Capital Programme 2016/17

Project	Total Cost £
Major Works	6,739,000
Improvements	155,000
Related Assets	0
Exceptional Extensive Works	260,000
Disabled Facilities Grants and Aids and Adaptations	435,000
Social Housing Development Fund	1,000,000
Total Proposed HRA Capital Programme 2016/17	8,589,000

9.5 Members are being asked to approve the Capital Maintenance and Improvement Works Programme budget for 2016/17 at £8.589m. This is slightly less than the amount included in the current Business Plan, as explained further below under Related Assets.

9.6 It is proposed that the HRA capital programme for 2016/17 shown above is funded from the Major Repairs Reserve (from depreciation) and revenue contribution (RCCO) from the base budget.

9.7 A summary of the estimated funding available before the funding of the 2016/17 capital programme is shown in the table below:

Table 4: Funding Estimates

General Fund	2016/17 £k
Major Repairs Reserve	6,725
Revenue Contribution to Capital Outlay (RCCO)	864
Social Housing Development Fund	1,000
TOTAL Funding	8,589

Major Works

- 9.8 This line in the capital programme covers a number of areas of spend. The council is required to maintain decent homes standards ensuring items such as bathrooms, kitchens, doors, windows and heating are replaced as and when needed.
- 9.9 The detail used to make up the budget is shown in the table below and this is what the budget line is expected to be spent on. This is subject to change depending on factors such as contractor availability, any changes to the profile of spend will be agreed with the Director for the service.

Table 5: Major Works

Project	Total Cost £
Kitchens	120,000
Bathrooms	1,450,000
Roofing	100,000
Windows	50,000
Heating Systems	2,604,000
Doors	450,000
Fire Safety Work	225,000
Fascias and Soffits	750,000
Air Source Heat Pumps	680,000
Door Entry Systems	300,000
Cavity Wall Insulation	10,000
Total	6,739,000

- 9.10 Major Works includes the following:
- Kitchens: This is for the replacement of kitchens as and when required.
 - Bathrooms: This is for the replacement of bathrooms as and when required.
 - Roofs: Roofs are replaced as and when required.
 - Windows: This project is to replace the oldest double glazed windows.
 - Heating Systems: The replacement and upgrade of boilers and heating systems.
 - Doors: This project replaces doors for better energy conservation and security issues.
 - Fascias, Soffits and Rainwater Goods: This is for replacement where necessary.
 - Fire Safety Works in Communal Areas: This is to fund works identified on the TDBC action plan.
 - Door Entry Systems: This is for the installation of door entry systems in blocks of flats.
 - Cavity Wall Insulation: The upgrade of cavity wall insulation in dwellings.

Improvements

- 9.11 This line in the capital programme also contains a number of areas of improvement spend identified through the HRA Business Plan. The detail of this budget is expected

to be as shown in the table below but changes can be approved by the Director:

Table 6: Improvements

Project	Total Cost £
Sustainable Energy Fund	100,000
Environmental Improvements	50,000
Tenants Improvements Allowance	5,000
Total Improvements 2016/17	155,000

Related Assets

- 9.12 This line in the capital programme is for work to non-dwelling assets such as garages and sewage treatment works.
- 9.13 It is proposed that this budget is removed for a one year period. The reduction in Revenue Contribution to Capital Outlay (RCCO) would contribute towards the revenue budget gap in 2016/17. There are currently no planned programmes for 2016/17.
- 9.14 Works are expected to continue in 2017/18, however as with other capital budgets this will be revised within the Business Plan review.

Exceptional/Extensive Works

- 9.15 This project is for works such as asbestos removal and subsidence works to the Council's non-traditional properties. Survey work will be routinely undertaken every 5 years.

Disabled Facilities and Aids and Adaptations

- 9.16 This is an annual recurring budget for small and large scale home aids and adaptations in tenants' homes where there are mobility issues. This budget is demand led by requests from tenants or through recommendations by occupational therapists or other healthcare professionals. Applications are made through the Somerset West Private Sector Housing Partnership.

Social Housing Development Fund

- 9.17 The budget for the Social Housing Development Fund remains at £1m for 2016/17 and is for new development/redevelopment of housing.

10 Draft 5-Year Capital Programme

- 10.1 The draft 5-year capital programme is included for information and is shown in the table below.

Table 8: Draft 5-Year Capital Programme

	2016/17 £k	2017/18 £k	2018/19 £k	2019/20 £k	2020/21 £k	5-Year Total £k
Capital Programme	8,589	8,873	9,015	9,159	9,289	44,925

11 Finance Comments

11.1 This is a finance report and there are no additional comments.

12 Legal Comments

12.1 Local housing authorities are required by Section 74 of the Local Government and Housing Act 1989 (the “1989 Act”) to keep a Housing Revenue Account (HRA) unless the Secretary of State has consented to their not doing so. The account must show income and expenditure coming from the Council’s activities as landlord under Part II of the Housing Act 1985. Section 75 of the 1989 Act sets out an obligation for the HRA to show the major elements of housing revenue expenditure – maintenance, administration, and contributions to capital costs – and how these are met by rents, subsidy and other income.

12.2 The Local Government and Housing Act 1989 ‘ringfenced’ the HRA: local authorities can only include items in the HRA for which there is statutory provision, and transfers of income and expenditure between the HRA and the General Fund are only allowed in very specific circumstances. In essence, rents cannot be subsidised by transfers from the General Fund, and Council Tax cannot be subsidised by transfers from the HRA.

12.3 The reform of council house financing is taking place under authority of Part 7 Chapter 3 of the Localism Act 2011 (November 2011).

13 Links to Corporate Aims

13.1 The draft budget proposals for 2016/17 have been prepared in line with the current HRA Business Plan. The Housing Revenue Account is directly linked to the Affordable Housing corporate aim.

14 Environmental and Community Safety Implications

14.1 Environmental and community safety implications have been considered in arriving at the draft budget proposals.

15 Equalities Impact

15.1 A full Equalities Impact Assessment was included with the approved HRA Business Plan, upon which this budget is based.

15.2 The proposed rent increase will apply to all tenants and as such no potential discrimination amongst the protected groups has been identified.

15.3 To help support tenants on low incomes Housing Services will continue to provide a number of initiatives to enable them to manage their finances and maximise their income:

- Publish clear information on rent which helps tenants to manage their own finances;

- Signpost tenants to a relevant benefit agency to help ensure they are maximising their income to meet their living costs;
- Take action to raise the awareness of accessing a range of welfare benefits; and
- Provide the opportunity to access direct support in checking they are in receipt of the welfare benefits they are entitled to claim.

16 Risk Management

- 16.1 The risks associated with the proposed budget have been considered, with a detailed risk analysis being undertaken through the update of the HRA Business Plan.

17 Partnership Implications

- 17.1 None for the purposes of this report.

18 Recommendation

- 18.1 Tenant Services Management Board is recommended to consider and comment on the HRA draft budget and proposed rent decrease, and to inform the Executive and Full Council of any amendments the Board wish to suggest.

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PROPOSED HOUSING REVENUE ACCOUNT 2016/17

	2015/16 Budget £k	2016/17 Estimate £k	2017/18 Estimate £k	2018/19 Estimate £k	2019/20 Estimate £k	2020/21 Estimate £k
Income						
Dwelling Rents	(24,933)	(24,631)	(24,266)	(23,988)	(23,714)	(24,094)
Non Dwelling Rents	(589)	(600)	(612)	(624)	(636)	(648)
Charges for services/facilities	(1,008)	(1,005)	(877)	(896)	(916)	(937)
Other Income	(402)	(549)	(517)	(447)	(377)	(384)
TOTAL INCOME	(26,932)	(26,785)	(26,272)	(25,955)	(25,643)	(26,063)
Expenditure						
Maintenance	6,652	6,382	6,537	6,660	6,130	6,043
Management	6,742	5,942	6,652	6,176	6,339	6,454
Rents, Rates, Taxes and Other Charges	310	535	551	568	585	603
Special Services	987	1,215	1,241	1,147	1,090	1,114
Increase In Provision for Bad Debt	515	223	222	220	124	126
Capital Charges Depreciation	6,746	6,725	6,701	6,676	6,677	6,652
Debt Management Expenses	8	8	9	9	9	9
TOTAL EXPENDITURE	21,960	21,030	21,913	21,456	20,954	21,001
NET COST OF SERVICES (Surplus)	(4,972)	(5,755)	(4,359)	(4,499)	(4,689)	(5,062)
Other Costs and Income						
Provision for Repayment of Borrowing	893	1,007	0	1,628	3,500	3,500
Interest Costs	2,960	3,011	3,223	3,163	3,110	3,202
Interest Income	(51)	(80)	(60)	(60)	(60)	(60)
Capital Charges Credit (Contra Depreciation)	(6,746)	(6,725)	(6,701)	(6,676)	(6,677)	(6,652)
Appropriations						
Transfer to General Fund	323	0	0	0	0	0
Revenue Contribution to Capital (RCCO)	873	841	1,172	1,339	1,482	1,637
Transfer to Major Repairs Reserve	6,746	6,725	6,701	6,676	6,677	6,652
Social Housing Development Fund	1,000	1,000	1,000	1,000	1,000	1,000
Transfers from General Reserves	(1,026)	0	0	0	0	0
Transfers from Earmarked Reserves	0	(24)	(632)	(699)	(509)	(260)
SURPLUS) / DEFICIT	0	0	344	1,872	3,834	3,957

Taunton Deane Borough Council

Tenant Services Management Board – 25 January 2016

Housing Revenue Account Business Plan Review

Report of the HRA Business Plan Review Project Manager

(This matter is the responsibility of the Executive Member, Councillor Terry Beale)

1 Executive Summary

This report updates the Tenant Services Management Board on the progress of the Housing Revenue Account (HRA) Business Plan Review.

It includes a discussion paper, outlining key points for discussion.

2 Background

- 2.1 The Business Plan contains the aims and objectives for the HRA and was first put in place in 2012. Annual reviews have since been reported to Members and tenants.
- 2.2 Since 2012 there have been a number of changes, both internal to the Council, and external. A comprehensive review is now needed to ensure that the HRA continues to meet the needs of tenants within the financial constraints.
- 2.3 The Business Plan Review will include:
 - Refreshing and reviewing the baseline financial position, including a health check of the stock investment data.
 - Undertaking sensitivity and stress testing of the business plan to support the modelling of future decision making in areas such as rent policy, major works programme, housing development pipeline and regeneration projects, changes in Government policy and demographic changes ahead.
 - Reviewing the Business Plan priorities and objectives.
 - Updating the Business Plan document, financial modelling and debt profiling.
 - The development of a new Asset Management Plan to set a refreshed course based on the performance of our existing stock.
 - A Development Strategy that will provide the future direction for new build volumes set against the regeneration of our non-traditional stock.
- 2.4 Savills have been appointed to provide external support and challenge for this work.
- 2.5 The Business Plan Review will refresh the priorities of the HRA and financial position over a new 30 year period – from 2016/17 through to 2045/46.

3 Discussion Paper

- 3.1 A discussion paper written by Savills in conjunction with Officers, is included in

Appendix A.

- 3.2 It contains details of the updated financial position, performance against the Business Plan priorities, and proposals for new objectives and an updated action plan.
- 3.3 It also includes key areas of discussion for Tenant Services Management Board. These discussions will further inform the direction of the Business Plan Review.
- 3.4 The key discussion points are summarised as follows:
 - 1) What should be the core business of the housing service, and are the priorities in the draft action plan appropriate to deliver this?
 - 2) What priority should be given to improving the customer experience of housing services, and which are the most effective and efficient actions to achieve this?
 - 3) How should limited financial resources be prioritised to support sustainable investment in each of:
 - Capital spend – investment in existing stock
 - New build programme
 - Revenue spend - including wider community priorities
 - 4) Should we consider products that are closer to the market such as Intermediate or Affordable rent in order to generate additional income?
 - 5) What is the council's appetite for repaying or increasing its debt?

4 **Recommendation**

- 4.1 Tenant Services Management Board is asked to discuss and comment on the discussion points raised.

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Housing Revenue Account Business Plan 2016 – 2046

Discussion paper for members – January 2016



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1. Executive Summary

The business plan is produced to set out the Council's overall aims and objectives for the housing service, as a landlord for nearly 6,000 homes. It analyses the current position of the service and the homes and sets out the actions planned to achieve the Council's objectives. When finalised it will reflect consultation carried out with tenants, members and wider stakeholders. It provides a framework for monitoring and evaluating progress in delivering the plan.

In developing a draft business plan for members to consider, officers will be guided by members' overarching financial priorities for the HRA and their vision for where the housing service sits in the context of the wider council and social housing provision more generally.

This discussion paper will help to explore these priorities and the Council's vision for its housing. It sets out the broad financial and contextual matters that will inform the new business plan, along with some discussion points that arise from those matters. Section 2, Strategic Context, sets out the issues that will influence the business plan, at a national, regional and local level. This includes how changes in national housing and welfare policy could impact on the Council's capacity and priorities for its housing service. It also includes an overview of the Council's housing stock, recent lettings, and factors that can influence future demand.

Section 3, Service Delivery, describes the way in which the service is currently provided and provides some comparative information on current service performance. It also comments on delivery of the priorities for action set out in the 2012 business plan.

Section 4, Resources, describes the baseline financial position for the Housing Revenue Account and the headline options for how that financial capacity can be managed.

Section 5, Draft Action Plan, presents a proposed action plan for the housing service for three years from 2016. Actions are grouped around performance of housing services, support for the most vulnerable, and investment in new and existing properties.

Section 6 summarises the four key points for discussion and decision. It is intended that the priorities articulated in relation to these discussion points will guide further work on the 2016-46 business plan.

2. Introduction

2.1. Introduction

The business plan is produced to set out the Council's overall aims and objectives for the housing service, as a landlord for nearly 6,000 homes. It analyses the current position of the service and the homes and sets out the actions planned to achieve the Council's objectives. It reflects consultation carried out with tenants, members and wider stakeholders. It provides a framework for monitoring and evaluating progress in delivering the plan.

In developing a draft business plan for members to consider, officers will be guided by members' overarching financial priorities for the HRA and their vision for where the housing service sits in the context of the wider council and social housing provision more generally.

This discussion paper will help to explore these priorities and vision. It sets out the broad financial and contextual matters that will inform the new business plan, along with some discussion points that arise from those matters.

2.2. Why does the Council need a new business plan?

A comprehensive business plan was put in place in 2012 and has been regularly reviewed since then. Three years on there have been many changes both internally within the Council and externally which mean that a more fundamental review is now needed to ensure that our landlord service continues to meet the needs of existing and future residents, remains financially viable, and delivers value for money.

2.3. How will the plan be put together?

Officers have developed a base line financial position which enables a series of options to be presented to members as to how future resources can be directed.

A series of consultation events will be planned with members, staff and residents to review the current service, to review performance against the action plan put in place in 2012, and to agree future objectives for the service and the Council's homes and other landlord assets.

2.4. What key decisions will inform how the plan is put together?

Key decisions which will inform how the plan is put together include those made around:

- Decisions around the focus of the core business of the housing service with a balance of protecting the most vulnerable, and developing services for a wider range of housing need
- Options for the development of customer focussed housing services and residents involvement
- The investment standard and asset management strategy
- Use of resources, and the balance between investment in services; investment in assets, both existing and new homes; and the repayment of debt

- The structure of the Council and joint working with West Somerset Council as well as other partnership working.

3. Strategic context

In this section we set out the issues that will influence the business plan, at a national, regional and local level. This includes how changes in national housing and welfare policy could impact on the Council's capacity and priorities for its housing service. It also includes an overview of the Council's housing stock, recent lettings, and factors that can influence future demand.

3.1. National context

3.1.1. National Housing Policy

A raft of new policies covering rent, asset management, tenure and welfare will be implemented over the next few years. Known policies such as Universal Credit and the Benefit Cap will continue to be rolled out, but with some changes to their operating parameters. Other changes announced since the May 2015 election, many of which are being introduced through the Welfare Reform and Work Bill and the Housing and Planning Bill, include

- Reductions in social housing rents
- Voluntary extension of Right to Buy to housing associations
- Levy on high value council homes, and a duty to consider sales of these homes
- Pay to Stay
- The 'National Living Wage'
- The replacement of 'lifetime' secure tenancies with 2-5 year fixed terms
- Reductions in the Benefit Cap
- Reclassification of housing associations as public non-financial corporations, and associated reductions in regulation introduced in pursuit of a reversal of this classification
- Restriction of housing benefit for council and housing association tenants to no more than Local Housing Allowance (LHA) levels
- Refocusing of government capital funding for housing onto properties for home ownership.

Some of these announcements will have major implications for the Homes and Communities Agency's (HCA)'s role in the regulation and funding of housing associations, as well as for the activities of housing associations themselves. Consequently they have implications for the Council in considering how it can best meet housing need in its area, working with partners in this changing environment.

It is difficult to model the cumulative impact of all these policies on the HRA business plan, but it is clear that the impact will be significant.

3.1.2. Social housing sector trends

It is becoming more difficult for housing associations to build new homes for social rent. Even before announcements about future grant funding there was the beginning of a drift towards mid-market housing products. The spending review November 2015 confirmed a very significant shift towards low cost home ownership (starter homes, shared ownership) with only very small elements of grant available to support new rented sub market housing.

Local authorities are establishing council-owned companies to develop homes with a range of tenures to contribute to local housing need and generate income to support Council objectives. Many housing associations already work in this way e.g. using market rent and open market sales, often structured through a subsidiary development company to generate funds that support delivery of their core business.

Social landlords are developing asset management strategies which include three key elements: **stock investment** to maintain homes to a standard to meet tenants needs and regulatory requirements; **active asset management** to improve or replace properties that have poor social, economic or environmental performance, because of low demand or high cost and either improving them or replacing them properties which meet improved standards; **supporting wider objectives** such as new development or supporting wider community activities.

Social landlords are reviewing service and investment standards in the light of rent cuts. Early indications are that landlords are keen to protect surpluses in order to continue to fund new development, and that many are seeking options for working at greater scale in partnership with others.

Social landlords are also considering who they will be able to house in future, given the restrictions on benefit entitlement and the consequent risks to lettings and income collection.

3.2. Local context

The profile and behaviours of the local population and economy create patterns of housing need and aspiration within which the council's housing service operates. Consideration of current council housing stock and tenants, lettings patterns and wider housing market trends indicates where it would be beneficial for the housing service to respond proactively, for example in terms of approaches to new supply, allocations and provision of housing-related support. Responses to these pressures would sit alongside a housing service contribution to existing Council priorities around **supporting social wellbeing of residents, enabling growth**, and driving further efficiency through JMASS.

3.2.1. Description of housing stock

Taunton Deane Borough Council's housing stock comprises 5790 rented homes, with a further 377 leasehold properties. The Council also manages two private leasehold schemes for the elderly. The housing service also owns and manages 1436 garages and other non-housing assets. The assets are managed by a joint asset management team, which is also responsible for managing the non-housing property assets of Taunton Deane and West Somerset Councils.

The housing stock is a broadly equal mix of 1, 2, and 3 bed homes. 17% is designated sheltered and 23% is of non-traditional construction. It will be important to consider what pressures arise from this picture, and whether it will cater appropriately for future need.

The Council could see the number of homes in their ownership steadily reducing because of the Right to Buy and High Value Sales policy. A clear ambition and strategy for development to replace homes sold is the only way to offset this if the council wants to maintain its housing provision.

3.2.2. Tenant profile

23% of current tenants are over 65, with a further 11% aged 55-64. Between one quarter and one third of lettings have been to people over 65 in the last five years. 46% of tenancies have been running for less than 5 years. There is a high incidence of self-reported disabilities, which is usual in social housing. This profile gives an indication of where cost pressures could fall on the HRA and what services may be needed. It will be important to align HRA funds and activities appropriately.

3.2.3. Trends in recent lettings

Some early observations of patterns in lettings indicate a possible need for better projection of the profile of demand for social housing over the longer term and exploration of demand for other tenures. It appears that the number of applicants for social housing in the district has reduced with changes in the criteria, and the proportion in the bronze category (i.e. lower need) being homed is rising. This is something that would need further investigation. In addition, fewer older people are applying for social housing than the population profile might suggest. These facts are too headline for conclusions to be drawn. The trend has emerged since introduction of the policy requiring people on the housing register to renew their application every 12 months, along with the need for a connection to the local area being required for lettings from outside the county. It is not presently clear whether social or administrative factors are at the root. Further analysis will be undertaken to understand these patterns and their significance and to ensure that any responses, if required, are appropriate.

3.2.4. Future demand for housing

Taunton Deane's Strategic Housing Market Assessment (SHMA) will be updated in April/May 2016. The new SHMA may give a more detailed picture of future demand for social housing. Headline figures show an ageing population, home ownership affordability at 7.3 x income, and lower quartile market rents at above Local Housing Allowance rates. Local incomes are above national average, and demand for homes may increase as Hinkley Point C comes on stream. Suitability and perhaps desirability will be relevant for housing provision alongside affordability.

3.3. Observations

Given changes in national policy and social landlord behaviours, and the profile of tenants/stock, trends in lettings and indicators of possible future demand, the council will need to be clear where it wants to position its housing provision – in terms of intended occupant profile, tenure and price points.

External drivers suggest that the council could position itself as the backstop provider of housing and associated services for the most vulnerable, as these groups come under increasing pressure and other service providers begin to move away from them?

If the Council were minded to do so, it could grow 'commercial' streams, for example providing services on a commissioned basis or pursuing housing activities that are closer to the market (such as development and management of market rent or shared ownership housing). These streams could allow the council to cater for a wider range of housing needs and generate some additional resources for reinvestment in housing services. While Council's have the powers to engage in these types of activity, there may also be benefits from working in the partnerships with others, both in terms of the sharing or risk and reward.

4. Delivery of Business Plan priorities 2012-15

4.1. Business plan priorities 2012

The priority objectives in the existing HRA business plan are:

1. Securing a long term future for our housing service.
2. Tackling deprivation and sustainable community development
3. Investing in our housing stock, regeneration and affordable housing
4. Climate change.

There have been some big external changes since the business plan was prepared. Financial pressures have affected expenditure choices. While the level of 2042 projected reserves under the 2012 plan provides a buffer to manage emerging resource demands, maintaining a sustainable reserves balance under the 2016 plan means making choices about the amount and balance of expenditure on revenue services, investment in existing or new homes, and repayment of debt. As capacity to set future priorities will be more constrained by finances, considering performance against recent business plan priorities can help to understand and order what might come next.

Delivery of the business plan priorities has been reviewed. Although non-financial priorities have not been given the same reporting visibility as financial ones, good progress is evident on some key projects. Highlights from delivery of the 2012 priorities include:

- Continued operation of the Tenant Services Management Board, which strengthens accountability to tenants and empowers them to inform how the housing service is delivered
- Creation of the One Team approach which aligns delivery of the housing service with other local services and objectives in some of the borough's most deprived areas. Reductions in crime and improved access to health services have been flagged as early successes in the One Team areas and formal evidence of impact has now been commissioned
- Commencement of a council development programme, that will provide 80 new homes that are either already completed, or that will be handed over imminently, and a strong pipeline of future development.

The Housing Service has re-aligned its structure to be able to better commit to the One Team model of collaboration with partners in areas of high demand, primarily in Halcon, North Taunton and parts of Wellington. This model of working has not been fully evaluated yet but is undergoing this through the work of Bath Spa University. However there is mounting evidence that this approach is benefiting tenants; Halcon in particular has seen a considerable reduction in crime, anti-social behaviour, domestic abuse and evictions whilst also seeing stronger engagement from the community in attendance at the Childrens Centre and organised activities and volunteering.

The One Team model has been cited as best practice by a number of organisations including Somerset County Council's 'Early Help Board' and the Somerset Safety Partnership, and is being replicated across the region. The Housing Service is committed to further developing this model of working including widening the scope of the model to work with new partners such as Health organisations to further improve benefits to tenants.

4.2. Housing services performance

There are solid areas of good performance over the last three years – income collection, ASB resolution and the response to Welfare Reform in particular. There are some areas where performance is persistently below internal targets and may benefit from an improvement focus, for example emergency repairs and void relet times. Whilst overall performance of Re-let times has improved substantially since 2012, the performance does still fluctuate and has often been below target. However it should be noted that this is a stretch target (top quartile performance) where the council is consistently upper quartile or median when compared to its peers. This shows that a performance culture can be embedded and deliver results but needs to be maintained.

This year has seen performance slipping in rent arrears and non-urgent repairs. There is an opportunity with the business plan review to review performance drivers within the service and consider whether the impetus and delivery of performance management can improve the focus on customer focussed services.

4.3. Customer satisfaction

Tenant satisfaction has fallen from 2011-15 and, while this is a trend that is evident nationally, this is a source of disappointment for the Council. Areas of dissatisfaction relate largely to repairs and communications, which echoes the performance data. Leaseholders' overall satisfaction has increased, however, following a business plan priority to address this issue.

4.4. Tenant involvement

The Tenant Services Management Board (TSMB) has been established as a forum for regular scrutiny of performance and consultation on proposals. Increasingly officers have had to take complex and challenging issues to TSMB, which may be affecting volunteer tenants' experience of the board as well as placing undue demands on their capacity. The TSMB plays a valuable role by undertaking detailed scrutiny of performance, not least because this adds an alternative perspective to officers' own performance monitoring and review. In coming months it may be beneficial to involve the TSMB more in problem solving which could help to make a more positive experience for members of the board and promote their wider understanding of how the service operates.

4.5. Moving towards 2016 Business Plan priorities

In line with the current Business Plan objectives, attention has recently been focused on:

- Care and support service delivery reviews
- Review and action for non-traditional properties
- Welfare reform management
- Data management
- Compliance with legal and regulatory requirements.

Consideration of local and national context, alongside a review of performance against the current Business Plan, shows the following areas emerging as priorities for action:

- Supply of new homes to replace stock lost through Right to Buy and High Value Sales, to sustain the number of homes available for social rent
- Strengthening the culture and practice of customer focus to improve customer experience and satisfaction
- Consciously becoming the local backstop provider of housing for the most vulnerable, and growing provision of wider services to these groups
- Refining engagement with tenants and residents to increase input of local knowledge and priorities to inform services
- Increasing the efficiency and effectiveness of work processes and practices to maximise impact of increasingly squeezed resources
- Maximising benefits for the Council and resident from current multi agency working through “One Team” approach.

In light of the changed environment for the new Business Plan we are suggesting three new strategic objectives of:

- High performing customer focused housing services
- Supporting the most vulnerable
- Investment in existing and new properties

These objectives have been used to populate a new draft action plan, included in section 5.

5. Resources

5.1. Introduction

This section describes the baseline financial position for the Housing Revenue Account and the headline options for how that financial capacity can be managed.

Taunton has operated self-financing for its housing service since 2012. This was a major change from the previous redistributive national housing subsidy system. The move to self-financing saw Taunton begin to manage its own capital and revenue costs, take on £87.2m additional debt and gain borrowing headroom of £16m. Priorities set by the Council were to repay debt by 2030, build and then maintain reserves, borrow to invest in new stock and use revenue to fund investment in existing stock.

Since the 2012 business plan was established there has been some downward pressure on reserves which was predominantly due to a change in national rent policy but this has not required a major rethink of financial priorities. The national policy context is about to change significantly, however, and these changes will place pressure on revenue and capital aspects of the business plan as well as on overall stock numbers in management. Pressure on the General Fund means that it is more important than ever to ensure that ringfenced HRA resources are used efficiently and effectively, with appropriate focus on the landlord's role in contributing to wider community sustainability outcomes.

Members will need to refresh the strategies relating to debt, reserves, investment and revenue expenditure in light of these changes with a view to ensuring they are aligned to best support achievement of overall priorities and long-term sustainability.

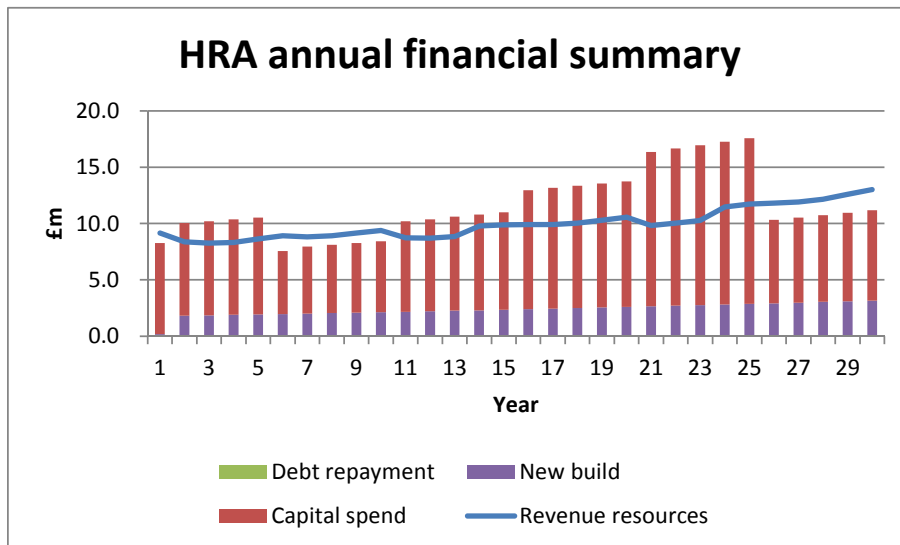
5.2. Baseline financial position for Taunton Deane

Financial modelling is used to illustrate the level of resources that could be available and costs that are affordable to the Council. It provides options for the Council to consider in balancing priorities between investment in homes and services, and repayment of debt and management of reserves. New national policies put pressures on council income and assets that were not present in the previous plan, and so the figures and strategic approach modelled is different from the approach taken in the 2012 business plan.

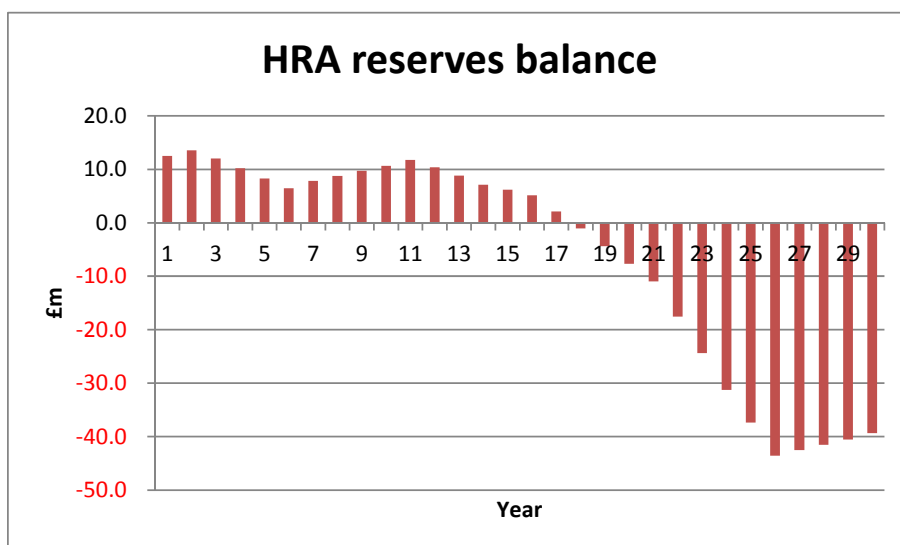
The baseline financial position assumes delivery of a capital programme for investment in existing stock, based on current estimates of investment need, continued funding of services at current levels, and a programme of new build development providing 20 new homes a year, to balance the stock lost from Right to Buy sales.

If debt were to be repaid as planned, the business plan would not be able to support the delivery of the desired capital programme and new build programme. The business plan would become unviable from year 5. Therefore the working assumption used is that debt remains static at its opening level (£105.9m) which means that the Council refinances each time debt is repayable. Existing planned increases in 2017/18 for the current new build programme (increasing debt to £109.4m) are still included. This maintains debt well below the overall HRA borrowing limit set by government of £115.8m preserving borrowing "headroom" of £6.4m throughout the life of the business plan.

This produces a baseline financial position as illustrated below:



- **HRA annual financial summary** – shows the annual level of projected revenue resources generated from the housing (blue line) compared to the projected expenditure on the capital programme, new build development and debt repayment.



- **HRA reserves balance** – shows the running balance of HRA reserves at the start of each year, with changes due to the annual surpluses or deficits as shown in the HRA annual financial summary.

This shows that even with this adjustment to refinance debt at current levels, the differences between revenue generated and capital spend cannot be accommodated by use of reserves beyond year 15 of the business plan. Including current expectations for revenue expenditure on services and capital expenditure on existing and new homes would exhaust reserves and lead to an unsustainable position beyond year 15.

However a viable financial plan can be created and choices need to be made to achieve this.

Options to achieve viability include reducing:

- Capital spend
- Revenue costs
- New build programme

We will also need to decide on the level and timing of debt repayment we wish to make, and which is affordable alongside other priorities and based on treasury management advice.

5.3. Capital spend

The plan includes estimates for expenditure based on a desk top review by Savills of the data in the current asset management database, alongside additional allowance based on information provided by the Council. This provides for investment in existing homes to maintain current standards, along side environmental improvements, sustainable energy interventions and disabled aids and adaptations based on current budgets. This provides for a high level of capital expenditure, which averages £38,000 per property, excluding inflation.

A new stock condition survey is underway and this will provide robust data which the Council can use to review the investment standard moving away from standard allowances and contingencies to a programme of more targeted investment. An evaluation of the performance of all assets will also be undertaken. The modelling is intended to inform an investment strategy based on an active asset management approach where the Council seeks to make investment decisions based on the financial performance of the stock, alongside a measure of social return reflecting factors important to residents, in a way that strengthens the Business Plan and contributes to meeting the Council's social housing objectives.

As an example, a 15% reduction in the total capital programme, would save £41.6m, an average of £1.4m pa. This would produce a financial position which is just about financially viable, with only a small deficit in reserves shown in years 26 & 27.

5.4. Revenue costs

Revenue costs include management costs, revenue repairs, voids and interest payable on borrowing.

Another option would be to explore the scope for reductions in revenue costs, for example to match the reductions in rental income from the government's July 2015 budget. While reductions in revenue costs would increase resources to spend on capital priorities, this would need to be balanced by consideration of the impact on current service priorities.

Total revenue costs are forecast to be some £12m in year 1, broadly rising in line with inflation. A 10% reduction in revenue costs from year 1 would reduce 30 year costs by £45.3m, an average of £1.5m pa.

This presents a position which again is just about financially viable, with only a small deficit in reserves shown in year 26.

5.5. New build programme

The baseline business plan includes an assumption for 20 new homes a year. This enables the council's stock to remain relatively static, despite an expectation of continued stock loss from Right to Buy (RTB). A reduction in new build, for example from year 10 of the plan, would provide for an improved cash position and reduce the need for cuts in capital investment in existing stock, or in services, but would mean that at that point the Council is in a position of managed decline in terms of stock numbers.

5.6. Conclusions for producing a balanced position

The reality is that in order to deliver a position where the reserves balance is in surplus in all years of the plan is likely to require some reductions in each of these areas if the Council is to balance its priorities. Reducing only one area (by a manageable amount) just about achieves viability but leaves the plan very vulnerable to future income shocks or negative variations against forecast expenditure.

The council will now need to determine where reductions in planned expenditure should be made to enable creation of a viable business plan. To make this decision, clarity will be needed on how to balance priorities for expenditure on revenue services, existing stock, new stock and debt.

5.7. Sensitivities

Future financial performance of the HRA is subject to a number of risks and uncertainties, including:

- Government policy and control – as shown by the recent rent cuts, restrictions on benefit eligibility and proposals for high value council housing sales.
- High value sales – the policy is uncertain, and though some compensation is likely it is hard to predict the level and impact. Similarly there are RTB uncertainties. Both of these initiatives contain risks for the HRA through loss of rented homes, but also opportunities through use of resources released.

- Inflation – a general level of inflation of 2.0% pa has been assumed in line with Government policy. This has been applied to costs and rents (except for short term rents where the Council is required to reduce them by 1% per year for the next four years). This presents challenges to the Council to contain costs within these parameters.
- Interest rates – due to its short term borrowing arrangements, the Council is exposed to interest rate risk at the point of refinancing.

The council will need to determine how cautious it wishes to be in anticipation of sensitivities that may materialise, in particular the high value properties levy and future rent setting beyond 2020.

6. Draft Action Plan

The following table sets out suggested operational and strategic priorities for the housing service from 2016 onwards. It includes relevant actions remaining from the 2012 plan as well as newly emerging priorities identified in the initial stages of the Business Plan review. It will be further informed by consideration of the key discussion points in this document.

Priorities are grouped under three headings that cover: revenue-funded activities, capital-funded activities and support for the most vulnerable groups. Specific objectives to describe these groupings will be developed shortly.

Objective one: High performing customer focused housing services

Priority	Activity/Resources required	By when	Lead Officer	Measure of success
1.1 Strengthen tenant participation and empowerment	<ul style="list-style-type: none"> ▪ Support Tenant Services Management Board to identify service improvement areas and to inform service areas being reviewed or reformed ▪ Develop involvement in One Team areas from informative to consultative, with a focus on cross-tenure working ▪ Review how stakeholders hold the housing service to account 			<ul style="list-style-type: none"> ▪ Tenant satisfaction with service and involvement stabilises ▪ Increased knowledge of tenant and resident opinions/preferences available and used to inform service provision
1.2 Sustain quality of services to leaseholders	<ul style="list-style-type: none"> ▪ Set staff performance targets and undertake satisfaction checks to ensure recent performance improvements are maintained 			<ul style="list-style-type: none"> ▪ Leaseholder satisfaction remains at or above 2015 levels
1.3 Maximise capacity of revenue services	<ul style="list-style-type: none"> ▪ Ensure staffing skills and structures maximise ability to collect income as changes to rents and benefits are rolled out ▪ Maximise leverage of housing resources, and secure additional funds, to support delivery of local public policy goals for Council tenants 	2017		<ul style="list-style-type: none"> ▪ Income collection holds steady or increases as external policy reforms are implemented ▪ Income collection performance moves to 1st quartile ▪ Increased contribution to public policy goals without increasing demands on rental income

Priority	Activity/Resources required	By when	Lead Officer	Measure of success
1.4 Improve procedures and provision/use of IT	<ul style="list-style-type: none"> ▪ Revise procedures and process maps for Property Services to improve work planning and create consistency of approach ▪ Integrate the DLO into Property Services ▪ Embed and monitor processes for generating and managing compliance data ▪ Ensure software is available and used to support work processes in Property Services ▪ Review software used in Housing Services to ensure effective interfaces and support for customer self-help and mobile working 			<ul style="list-style-type: none"> ▪ Staff work more efficiently and effectively to provide quality services ▪ Compliance with statutory/regulatory requirements achieved and transparently reported
1.5 Reduce costs of staff accommodation and improve level of service provided	<ul style="list-style-type: none"> ▪ Review where and how staff work, to maximise capacity for mobile working and home working 			<ul style="list-style-type: none"> ▪ Cost of accommodating staff reduced ▪ Outputs from staff activity increased ▪ Increased customer satisfaction with staff contact and responsiveness
1.6 Improve performance management practices	<ul style="list-style-type: none"> ▪ Review approaches to performance management across Housing and Property Services ▪ Establish consistency in staff understanding of priorities and expectations ▪ Establish directorate-wide culture of proactive performance management, supported by appropriate tools 			<ul style="list-style-type: none"> ▪ Performance improved across priority areas ▪ Tenant satisfaction increased

Objective two: Supporting the most vulnerable

Priority	Activity/Resources required	By when	Lead Officer	Measure of success
2.1 Deliver quality housing-related support services	<ul style="list-style-type: none"> ▪ Implement the supported housing review of service and support charges ▪ Explore opportunities to fund and provide housing-related health and social care services that align with local priorities ▪ Develop modern sheltered housing standard that covers properties and services to ensure future schemes remain attractive to residents 			<ul style="list-style-type: none"> ▪ Tenant satisfaction at least sustained ▪ Voids reduced and demand for sheltered housing sustained ▪ Moves to residential care reduced ▪ Deliver targeted housing support to those that need it within a financial viable service plan. ▪ Expansion of services that cater for tenants' health and social care needs
2.2 Offer tenancies that cater for the most excluded whilst operating within the statutory framework	<ul style="list-style-type: none"> ▪ Implement policy for use of Introductory Tenancies ▪ Develop procedures to issue and review Flexible Tenancies ▪ Scope and explore provision of housing services to cater for single people under 35 years old 			<ul style="list-style-type: none"> ▪ Comply with new legal requirements for granting tenancies ▪ Accommodation continues to be provided to benefit dependent U35s beyond 2016-18
2.3 Make best use of properties and funds to support people who need adapted homes	<ul style="list-style-type: none"> ▪ Improve the lettings process for adapted properties – develop a register of adapted property ▪ Improve understanding of trends in DFG expenditure, with a focus on need and customer identification 			<ul style="list-style-type: none"> ▪ Appropriate tenant profile and reduced voids for adapted properties ▪ Budget for DFG expenditure matches need and affordability ▪ Explore widest range of options for tenants who need physical adaptations including options for alternative more suitable accommodation.

Priority	Activity/Resources required	By when	Lead Officer	Measure of success
2.4 Deepen understanding of local housing need	<ul style="list-style-type: none"> Review and enhance knowledge of local housing need and how different types of household could be catered for 			<ul style="list-style-type: none"> Service and development planning is informed makes reference to local knowledge

Objective three: Investment in existing and new properties

Priority	Activity/Resources required	By when	Lead Officer	Measure of success
3.1 Improve availability and use of information on housing stock	<ul style="list-style-type: none"> Develop processes for maintaining up to date data with information from the 2016 stock condition survey as a baseline Undertake review of sheltered housing stock quality, performance and viability Review policy and procedures for health and safety compliance. 			<ul style="list-style-type: none"> Data on stock components and ownership accurate on a 'live' basis Performance of sheltered stock understood and used to inform management/investment Health and Safety compliance supported by full and robust data
3.2 Manage housing stock investment and ownership to make efficient use of HRA resources	<ul style="list-style-type: none"> Establish and deliver new investment strategy (capital and revenue) Develop strategy for compliance with the national High Value Sales policy Evaluate the financial and social performance of the existing stock and use this information to inform an active asset management strategy Monitor impact on lettings and satisfaction as well as financial performance 			<ul style="list-style-type: none"> Negative impact of High Value Sales policy is minimised Value for money of investment decisions is demonstrated based on financial and social return Investment expenditure is reduced without downward pressure on lettings and satisfaction performance

Priority	Activity/Resources required	By when	Lead Officer	Measure of success
3.3 Develop a regeneration strategy to part redevelop/part refurbish the Council's Woolaway homes.	<ul style="list-style-type: none"> ▪ Understand the investment needs of the stock and the regeneration opportunities and constraints ▪ Use this information to develop a refurbishment plan where value for money can be demonstrated and a redevelopment plan where this can demonstrate improved outcomes. 			<ul style="list-style-type: none"> ▪ Woolaway properties that remain are invested in to provide a long term life. ▪ Redevelopment provides additional homes for existing and new residents.
3.4 Improve energy efficiency of the worst performing stock	<ul style="list-style-type: none"> ▪ Target capital investment where the impact on SAP/fuel poverty and asset performance will be greatest ▪ Introduce an energy supplier switching service for tenants ▪ Review return on investment from recent Sustainable Energy Contingency Fund expenditure ▪ Identify clear targeted plans for future expenditure – moving away from a contingency provision. 			<ul style="list-style-type: none"> ▪ Reduction in fuel poverty ▪ Reduced fuel costs for tenants ▪ Increase in financial/social performance of stock
3.5 Deliver a Value for Money repair and maintenance service	<ul style="list-style-type: none"> ▪ Review repairs service performance and develop an improvement plan ▪ Implement improvement plan, with associated focus on customer service 			<ul style="list-style-type: none"> ▪ Tenant satisfaction with repairs services increases ▪ Performance against internal KPIs routinely achieved ▪ Performance moves to 1st or 2nd quartile

Priority	Activity/Resources required	By when	Lead Officer	Measure of success
3.6 Establish a development strategy that aims to sustain social housing rented stock in Taunton Deane to meet identified demand and explore need for additional mixed tenure development	<ul style="list-style-type: none"> ▪ Establish and implement development strategy ▪ Explore joint working and risk sharing on development with housing associations or other partners ▪ Develop a strategy to maximise retention and reinvestment of receipts from High Value Sales in new housing and Right to Buy receipts 			<ul style="list-style-type: none"> ▪ Number of homes in Council ownership meets identified demand

Discussion of this paper, in particular of the four key points in Section 6 below, will help to establish whether the priorities and activities suggested in the draft action plan are an appropriate response to Taunton Deane Borough Council's operating context, operational and performance issues, and strategic ambitions.

7. Summary of points for discussion and decision

7.1. Development of final plan

The business plan will be signed off in June 2016. There are several opportunities to discuss and refine proposals for financial and operational priorities between January and May 2016. Development of the plan will be based on work undertaken by officers, supported by Savills, which started in September 2015. Key dates are:

- Jan/Feb 2016 - Agreement of baseline financial position to inform 2016/17 budgets and inform members review of priorities
- April/May 2016 - Updated business plan, and development strategy
- June 2016 – updated asset management strategy and investment programme
- September 2016 - Sheltered housing review

The discussions are taking place at a time when the HRA faces substantial financial pressure, and when the profile of housing need and provision in the borough appears to be shifting. Discussions will help to develop a plan that is financially viable over 30 years, caters appropriately for local housing need, and provides an appropriate level of service for existing tenants. It will set the strategic direction for the Council's housing service as well as its immediate operational priorities.

Four key discussion points are presented below to aid consideration of this paper.

7.2. Discussion points

- 1) What should be the core business of the housing service, and are the priorities in the draft action plan appropriate to deliver this?
(Paragraphs 3.3 and 4.5)
- 2) What priority should be given to improving the customer experience of housing services, and which are the most effective and efficient actions to achieve this?
- 3) How should limited financial resources be prioritised to support sustainable investment in each of: (Section 5)
 - Capital spend – investment in existing stock
 - New build programme
 - Revenue spend - including wider community priorities
- 4) Should we consider products that are closer to the market such as Intermediate or Affordable rent in order to generate additional income?
- 5) What is the council's appetite for repaying or increasing its debt?

Taunton Deane Borough Council

Tenant Services Management Board 25 January 2016

DRAFT CORPORATE STRATEGY 2016-20

Report of the Corporate Strategy & Performance Manager

1. Executive Summary

The purpose of the report is to introduce the draft Corporate Strategy for 2016-20 as it begins its path through the democratic process.

The Strategy has been developed with input from members and outlines our proposed strategic focus for the next four years, setting out our vision, priorities, values and principles. It will guide our planning and allocation of general fund resources as we establish detailed corporate and operational plans each year.

There is limited reference within the Strategy to matters directly linked to the Council's role as a housing landlord since this area of the Council's work is funded by the Housing Revenue Account and is therefore set out in the HRA Business Plan instead.

2. Background

- 2.1 The draft Corporate Strategy 2016-2020 is attached at Appendix A.
- 2.2 This revised Strategy provides a clear direction for the organisation to follow; with four key priority areas where the Council will concentrate its efforts and resources between April 2016 and March 2020.
- 2.3 The key elements of the Strategy are:
 - refreshed high-level Corporate Priorities for the Council,
 - design principles for our organisation,
 - refreshed vision and
 - clarity on the role and purpose of the Council.
- 2.4 This Strategy will lead to a more resourceful and responsive organisation that delivers outcomes to our communities in the most efficient and effective way and continues to play a key role in shaping Taunton Deane.
- 2.5 The Corporate Strategy is not intended to capture everything that the Council does nor does it include the detail of our work and projects. That is the role of the Corporate, Operational and Individual Plans which will flow from the Corporate Strategy.
- 2.6 The Corporate Strategy is the key part of the 'Golden Thread' which sets corporate objectives from which key actions flow.

2.7 The illustration below shows the 'Golden Thread' and where the Corporate Strategy fits within this:



3. Development of the Strategy

3.1 The Strategy is the product of a series of member workshops which took place over the summer, which were organised along broad geographical lines, based upon electoral wards. Approximately 70% of TDBC members attended these workshops.

3.2 These workshops were informal events which sought to identify and capture:

- priority ward issues;
- priority district-wide issues (irrespective of which public body currently has responsibility for these issues);
- the role and purpose of the Councils;
- the vision for the authorities.

3.3 On 7th September a 'wash-up' session was held. The purpose of the session was to feed back to Members the messages which officers thought they had heard in the workshops, to check their understanding was correct and to provide a further opportunity for Members to shape this area of work.

- 3.4 Following the wash-up session refinements were made to the emerging messages. These were shared with all Members.
- 3.5 Using the refined output, following the 'wash-up' sessions, an initial draft of the Corporate Strategy was prepared. This was shared with the Executive, JMT and Tier 4 managers.
- 3.6 Since then the document has been enhanced (largely presentationally), although the key messages remain unchanged.
- 3.7 A draft was provided to Joint Partnership Advisory Group at their meeting of 14 December 2015.

4. Legal Comments

- 4.1 It is not a legal requirement to produce a Corporate Strategy; however, it is an essential business management tool and will provide a clear framework for officers and members to work within.

5. Links to Corporate Aims

- 5.1 The Strategy outlines our strategic direction for the next four years, setting out our vision, priorities, values and principles. It will guide our planning and allocation of resources as we establish detailed corporate and operational plans each year.

6. Environmental and Community Safety Implications

- 6.1 The Strategy contains *Key Theme 3 – Our Place* which, among other aims, seeks to ensure our high streets are clean and attractive places to visit and also to ensure our environment remains attractive through increased street cleaning and grass cutting.

7. Equalities Impact

- 7.1 The Council commitment to equalities and diversity is reflected in the Council's Core Values and Principles which are set out within page 4 of the Strategy.

8. Risk Management

- 8.1 A key risk is that the Council fails to articulate its priorities leading to missed opportunities and a mismatch between resources and required outcomes. This is mitigated by an agreed Corporate Strategy, supported by corporate, service and individual plans as well as a robust system of performance management and transparency.

9. Partnership Implications

- 9.1 The design principles within the Strategy make clear that wherever possible, we should work with partners in our locality to collectively commission locally important services using our combined resources and avoiding duplication.

10. Recommendation

- 10.1 That TSMB members review the strategy and provide any comments on it they feel appropriate.

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Taunton Deane Borough Council Corporate Strategy 2016 - 20

People



Business & Enterprise



Our Place



An Efficient & Modern Council

“Working with our communities to keep Taunton Deane a great place in which to live, work, learn and enjoy”

Introduction



Cllr. John Williams
Leader of the
Council

Welcome to Taunton Deane Borough Council's Corporate Strategy for 2016-20.

The Strategy outlines our strategic direction for the next four years, setting out our vision, priorities, values and principles. It will guide our planning and allocation of resources as we establish detailed corporate and operational plans each year.

We are committed to putting this Strategy into action and making a difference for local people and business.



Penny James
Chief Executive

We know that the next four years will continue to be challenging, but our level of ambition has remained undiminished. We recognise we will have to fundamentally transform the way we think and the way services are delivered to respond successfully to these challenges.

However, we are in a good position to make sure the Council is fit for the future and can continue to play a major role in delivering economic growth and prosperity for our communities, ensure outcomes important to our communities are delivered and to fight for the best interests of Taunton Deane at a regional and national level.

We will build upon our good relationships with partners to make sure public money continues to be spent well and to deliver projects that improve the quality of life of our residents.

Our ambition is to make Taunton Deane an even better place in which to live, work, learn and enjoy.

**“Working with our communities to keep Taunton Deane
a great place in which to live, work, learn and enjoy”**

The Purpose of this Strategy

This Strategy provides a clear direction for the organisation to follow; with four key priority areas where the Council will concentrate its efforts and resources between April 2016 and March 2020.

Our activities will be based on a clear set of values and principles and are dependent upon working together – residents, partners, business, voluntary sector, our colleagues across the public sector and all levels of politicians and public servants in Taunton, the County of Somerset and London.

This Strategy will lead to a more resourceful and responsive organisation that delivers outcomes to our communities in the most efficient and effective way and continues to play a key role in shaping Taunton Deane.

This Strategy will provide direction for our Corporate Plan. The Corporate Plan will describe the actions we will take each year in order to achieve our aspirations and sets out how we will monitor and measure our progress.

The Plan will be refreshed annually to take account of any local or national changes.

The Corporate Plan in turn will influence team plans as well as individual plans to ensure very service and every person within the organisation is pulling in the same direction and understand the role they play in achieving the priority outcomes for our communities.



Our Role and Purpose

The Council exists to to serve and represent the interests of its citizens and communities and to ensure the provision of the best possible services for its residents.

The Council has various roles to play in order to achieve positive outcomes for our communities:

a Enabling -

for example, working with others such as developers and housing associations to increase the supply of affordable homes within the district;

b Championing / Lobbying –

speaking up for Taunton Deane at County, regional and national level;

c Public Safety –

protecting the public through our statutory roles in relation to health & Safety, dangerous structures, noise nuisance, food safety, air and water quality;

d Supporting –

our communities and in particular keeping rural communities alive;

e Promoting –

Taunton Deane as great place in which to live and work as well as to visit;

f Challenging –

the performance and plans of other public service providers (e.g. Police, County Council, NHS);

g Taking Strategic View –

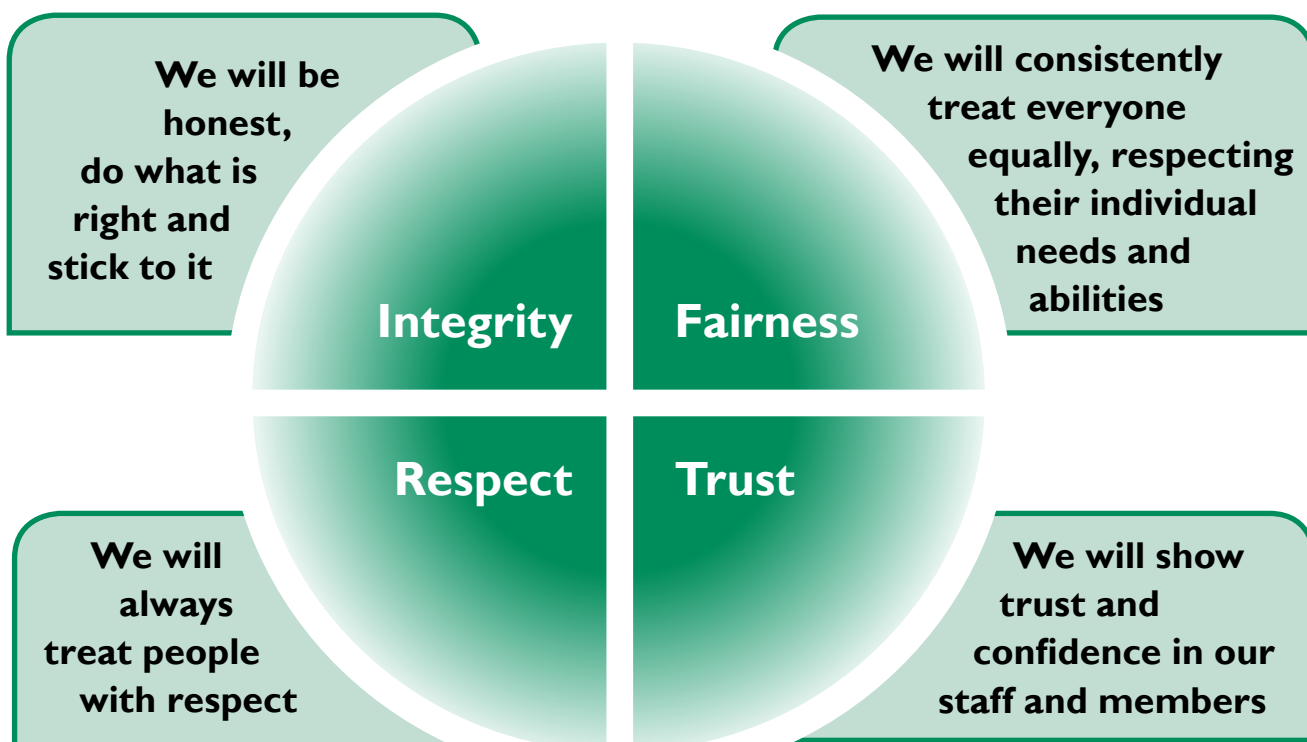
taking a district wide view of the needs of all of the communities within Taunton Deane and designing service provision around this.

“Working with our communities to keep Taunton Deane a great place in which to live, work, learn and enjoy”

Our Core Values and Principles

At the heart of this strategy is a set of core values and principles that express the beliefs of the Council and will underpin the actions of the Council over the next four years.

Our values inform our behaviours



Our Design Principles

Our principles inform our decision making

The following key principles will guide our approach to service delivery and the structure of the Council over the next four years:

- a Taunton Deane will remain as a separate democratic Council;
- b The Council's role will be to help deliver outcomes and will use a wide range of service delivery options and providers to achieve this;
- c The Council will embrace the principles of a Social Enterprise - acting commercially to deliver surplus to reinvest in the delivery of our priority outcomes and services;
- d We will solely focus on agreed priority outcomes and be customer centric/focused;

Our Design Principles - continued

- e We will minimise governance (internal bureaucracy /'red tape') whilst protecting the principles of transparency, probity, good leadership and management;
- f Our customer access arrangements will maximise self-service;
- g We will provide a transparent, open and accessible performance management system that enables effective and timely information to members, staff and customers
- h All services should offer value for money and be business-like in their approach;
- i Wherever possible, we should work with partners in our locality to collectively commission locally important services using our combined resources and avoiding duplication;
- j Councillors should be supported to be active advocates, champions and lobbyists to challenge partners on issues that affect their wards or wider areas;
- k We will develop an organisation where work is an activity and not a place. The Council will go to the community rather than require the customer to physically come to it;
- l We will recruit, retrain, redeploy, and reward our people to ensure we have the right skills, attitudes and behaviours needed to deliver our ambitions;
- m We will deliver a 'case management' approach to dealing with customers that see's one point of contact take responsibility for customer's issues to the point of resolution. This negates the need for the customer to know how the system operates, which tier of government is responsible and who does what within the Council;
- n We will provide a growth and development function that delivers growth, inward investment and economic, social and cultural prosperity. The function must return a net increase in resources to the Council;
- o We will provide a mechanism, in the absence of a 3rd tier of local government in the Taunton urban area, to have conversations and take decisions on locality issues;
- p We will provide a Housing function that delivers value for money, customer focussed services to our tenants and others living on our estates;
- q We will provide an ability to trade and specifically to deliver housing outside of the Housing Revenue Account and maximise the return on our own assets and investments the Councils seek to make.

“Working with our communities to keep Taunton Deane a great place in which to live, work, learn and enjoy”

Key Theme 1

People

Why is this important?

Taunton Deane is growing and has an increasingly older population. These changes require greater housing and employment provision as well as services which support the needs of an older population.



The key issues we aim to influence and improve:

- a Facilitate an increase in the availability of affordable homes and Council homes for local people – to both buy and to rent;

- b Work with partners in both the private and public sector to develop a range of additional housing types suitable in particular for single person households, young people in rural communities and elderly people;

- c Work with others to support the wellbeing of an older population;

- d Facilitate the creation a broad range of high quality employment opportunities that recognises the different needs of rural and town communities in order to provide local people with more rewarding futures.

Key Theme 2

Business & Enterprise

Why is this important?

An increasing local working-age population and the desire to keep our town centres vibrant means that sustaining our local economy must be central to the Council's priorities and planning.



The key issues we aim to influence and improve:

- a Encourage inward investment and the promotion of the district as a place in which to visit and do business;

- b Further develop the offering of the Deane in terms of social, leisure and culture in order to make the area an even more attractive proposition for investment;

- c Ensure the Council is perceived as being 'business friendly', ensuring rules are applied appropriately and are not excessive;

- d Promote the Taunton town centre and the existing 'gems' such as the Museum of Somerset and Castle Green;

- e Identify suitable affordable employment sites, particularly in rural areas;

- f Push for the rollout of fibre broadband and better mobile phone signal coverage across the Deane;

- g Continue to work with partners to remove barriers to jobs and housing growth by addressing infrastructure constraints and securing funding for that infrastructure.

- h Support business start-ups and expansion within the Deane.

“Working with our communities to keep Taunton Deane a great place in which to live, work, learn and enjoy”

Key Theme 3

Our Place

Why is this important?

We want to keep Taunton Deane a place to be proud of and one which is well-maintained, welcoming to residents, visitors and businesses and is easy to get around.



The key issues we aim to influence and improve:

-
- a Work with, lobby and influence others to further improve the Deane's transport links including additional cycle paths, measures that tackle congestion as well as a new railway station for Wellington.

 - b Improve wayfinding within the Deane through improved signage and Support improved signage at the entry points from the motorway into the Deane which promotes the area as a place to visit;

 - c Make finding a car parking space in Taunton quicker and easier through the provision of electronic parking signs;

 - d Ensure our high streets are clean and attractive places to visit;

 - e Ensuring our environment remains attractive through increased street cleaning and grass cutting;

 - f Work with partners and the community to tackle speeding in the Deane;

 - g Work with others to introduce measures that reduce the risk of flooding within our communities.
-

Key Theme 4

An Efficient & Modern Council

Why is this important?

Like all Councils, we continue to be challenged by significant budget cuts and pressure on services. We need to continue to collaborate with a range of organisations to deliver and enable outcomes that are important to our communities and find new ways of working that ensure we continue to get the best possible value out of the funds available to us.



The key issues we aim to influence and improve:

- a Review how services are delivered, by whom and to what standard in order to best allocate our resources;

- b Make better use of our land and property assets; transferring or selling assets where it makes sense to do so – being more commercial;

- c Support members to undertake their roles within their communities through improved access to information;

- d Improve access to service information and the ability to for customers and members to self-serve through delivering an improved Council website.

“Working with our communities to keep Taunton Deane a great place in which to live, work, learn and enjoy”

For more information contact

Corporate Strategy & Performance Manager
Taunton Deane Borough Council
The Deane House
Belvedere Road
Taunton TAI IHE

Email: enquiries@tauntondeane.gov.uk



English

If you would like this document translated into other languages or in Braille, large print, audio tape, or CD please telephone us on 01823 356356 or e-mail us at enquiries@tauntondeane.gov.uk

Bengali

অপনি যদি এই দলিলপত্র অন্য কোন ভাষায় অনুবাদ করে চান, বা ব্রেল, বড়ো ছাপার অক্ষর, অডিও-টেপ বা সিডিতে চান, তাহলে আমাদের টেলিফোন করুন এই নম্বরে 01823 356356 বা অথবা ই-মেল করুন enquiries@tauntondeane.gov.uk

Chinese

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或電郵 enquiries@tauntondeane.gov.uk

Hindi

अगर आप इस दस्तावेज़ का अनुवाद दूसरी भाषाओं या ब्रेल, बड़े अक्षरों वाली छपाई, ऑडियो टेप, या सीडी में चाहते हैं, तो कृपया हमें इस नंबर पर फ़ोन कीजिये 01823 356356 या यहाँ ईमेल कीजिये enquiries@tauntondeane.gov.uk

Portuguese

Se desejar a tradução deste documento para um outro idioma ou em Braille, letras grandes, cassete de áudio ou CD, contacte-nos pelo telefone 01823 356356 ou pelo endereço de correio electrónico enquiries@tauntondeane.gov.uk

Polish

W celu uzyskania niniejszego dokumentu w innym języku, w języku Braille'a, wydrukowanego dużym drukiem, nagranych na taśmę dźwiękową lub CD prosimy o kontakt pod numerem telefonu 01823 356356 lub na adres enquiries@tauntondeane.gov.uk

Report for TSMB – Update on progress of One Teams

2015 was a busy year for the One Teams in Taunton Deane. All of them made significant progress in further establishing themselves and their value to their communities. Collectively we have also made progress in extending our reach with partners.

Although partnership working is good in some areas, we are still keen to draw in stronger engagement from Childrens Social Care, Adults Social Care and Health providers. On the latter front, we have held a number of meetings with the GP Federation, Somerset Partnership and Musgrove Park Hospital to explore opportunities for stronger working on our Housing Estates. We have had some success on this front and now have more support from the Community Mental Health team in our One Teams. We also undertook targeted Abdominal Aortic Aneurysm screening in Halcon, working with health professionals. The hospital is particularly interested to explore opportunities to do more preventative work to reduce demand on their services.

In 2015 we commissioned MIND to work alongside our One Teams to take referrals to provide support to individuals, but also to train and support staff with difficult cases. So far this has received really positive feedback from all the One Team Co-ordinators. In 2015/16 we are hoping to pilot a new approach in North Taunton funded by Somerset County Council Public Health to provide a stronger framework of mental health support to the One Teams and the community.

One of the issues that we have been particularly concerned about in some communities is the high levels of unemployment and worklessness. With the changes in Welfare Reform, families are likely to be more deeply affected in future if they continue to be unemployed. As well as the impact on those families, we also have some concerns for our future rental income!

To help address this, we have recently commissioned a new service to provide support to people to get back into work. We had a number of excellent bids but have now awarded the contract to Yarlinton Homes – ‘Inspired to Achieve’ who have an excellent track record of linking with businesses and education providers and helping people get back into work. This new contract will start next month.

They say that imitation is the best form of flattery. The Safer Somerset Partnership has recognised the One Team model as exemplar in Avon and Somerset and has supported the establishment of new One Teams in Chard, Yeovil and Bridgwater. Furthermore the ‘Early Help Board’ (responsible for ensuring children and families are supported effectively before they reach the need for children social care intervention) has promoted the One Team approach as a best practice model for early help.

Here are some of the comments from our partners in the past year:

“@Halcon1Team Thank you for an inspiring & vocation affirming morning. I think I have seen the future & it's One Team. Consider me a convert !” (Tweet, 18/11/15)

Sarah Crew (Assistant Chief Constable, Avon and Somerset Police – responsible for Local Policing portfolio)

“Probably one of the best examples of system leadership in Somerset and it works because no one is trying to take the credit, it's simply about doing the right thing.”

Hayley Peters, Director of Nursing, Musgrove Park Hospital

“Thank you so much for being so welcoming today. I'm so impressed with the way the model is working in Halcon. The level of information known about each family is exemplary and far exceeds anything I have ever seen of this type before. Similarly, the level of multi-agency working and fuzzing of professional boundaries was really refreshing. I have taken much away from the morning. The work you have done about refocusing the housing workforce is really interesting and shows just what can be achieved within the resources we have...we just need to join them up more and use them more effectively.

Thank you again for your willingness to let me come and visit, I've come away very fired up.....it's been a real shot in the arm, some brilliant work going on amidst such horrible times of austerity is very heartening.”

Trudi Grant, Director of Public Health, Chair of Health and Wellbeing Board 20/7/15

The One Team Areas

Halcon One Team

- PCSO is leading the Link Power project and doing wonders - fifteen volunteers who provided over 1500 hours of volunteer work in the last quarter alone. Link Power provides a daily ward inspection and undertake litter cart collections, clearing rubbish, dog waste, fly tipping, shopping trolleys etc. Volunteers have undergone CV training, Roadside working training and requalifications in power-tool use. Many of the volunteers have themselves struggled in the past with addictions, mental health and other issues.

- Street by street environmental reviews taking place
- Community Development Officer now in post
- Young Litter Pickers – will be managed by PCSO overseeing Link Power
- Chill & Chat progressing well – and linking in with new SIDAS contract
- Calls to the Constabulary down
- Evictions reducing
- Family referrals to Children Centre increasing from ward

However, area is still struggling with:

- Drug Supply
- ASB
- Safeguarding Young People
- Debt Management
- Domestic Abuse / Violence

North Taunton One Team

- One Team meetings are usually well attended, approx. 8-20 people, on odd occasion turnout poor. Generally actions completed in good time
- Five 'Pride In Priorswood' Community Days provided a fantastic opportunity to promote the NTOT. We made a good impact and engaged well with the community, promoting the NTOT.
- Youth ASB at Priorswood Shops has greatly reduced and businesses' feel that things have much improved. A real One Team effort achieved this! Actions included summer holiday activities for teenagers, family day trip, regular meetings with businesses, increased police patrol, close work with youth drop-in, street pastors project, ASC ASB Team support with ABCs and breach meetings, supported by TD. At least 5 young people have not reoffended. Have dispersed the big groups that used to hang about there. Still work to be done but situation much improved!
- 47 young people aged 11-16 attended summer holiday activities NTOT funded.
- Health visitors engaging well
- MIND project and referrals working really well

However, area is still struggling with

- Crime and anti-social behaviour (particularly youth related)
- Mental Health related incidents
- High incidents of domestic abuse
- Education, skills and training - trying to make stronger links with the Academy

Wellington One Team

- The Wellington One Team has gone through **considerable change** and is **working on an interim basis until March 2016**. The major achievement has been the **resilience of the team** through the period of change.
- **CAB saw 81 people at Wellington Outreach**, mostly benefits, housing & debt
- **Training delivered** or planned: Anger de-escalation; Self-defence; Dementia
- **Defibrillators** with Wellington Town Council
- Resourced and assisted **community events**, such as clean-up days
- **Dreamscheme** events
- 35 Christmas hampers given by Besom in Taunton and Wellington plus crisis **food boxes and emergency hampers**, mostly to young families
- **Crime Prevention** – funding for the Bike Marking Kits, very successful day marking lots of bikes. Lots of happy people (PCSO)
- Fantastic **support for some families affected by Domestic Abuse**
- **Crime down in terms of ASB** –non existence during Autumn half term. One offender has not been arrested since One Team intervened.
- **Good relationship with MIND** and referrals being made for support

However, area is still struggling with

- Child Protection cases and support for these
- Domestic Abuse
- Antisocial Behaviour
- Rent arrears
- Mental Health

Case Studies

Sheltered Housing Officer attended a One Team meeting and disclosed how she had just visited an elderly tenant, who was complaining of feeling unwell. The One Team asked a number of probing questions, directing an immediate re-visit, which result in the elderly gentleman being signed up to a GP, receiving crucial medical care within his own home, and ongoing care management, which prevented any crisis intervention and long term admission into Musgrove Park Hospital.

A female resident, plagued with years of debt management problems largely caused by previous partners had effectively become a recluse within her own home. Traditionally we may have just chased her for our rent and been less supportive. But through the One Team, our Housing officer identified the problem early and referred to the CAB 'Money Matters' Officer. On the recommendation of CAB, the One Team was asked to fund a bankruptcy application for the tenant, which cleared the outstanding debts for the individual. Since this positive action, the female is attending wellbeing classes at the Children's Centre, actively seeking parenting support for herself and is volunteering and working with the Police on local youth drug problems.

Supporting a family with a young child who is subject to a child protection plan. The child has complex and challenging behaviour and lives with his mum and younger brother. The family suffered a home fire with no insurance. We supported the family to find and stay in temporary accommodation until she was able to move to a new property. One Team were able to provide a sum of money to help toward replacing essential items as there was no insurance. The One Team was responsive and able to help the family quickly and build trust and rapport.

The future of One Teams

Although the Police Innovation Fund (PIF) project will officially end on 31st March 2016, we have been working closely with partners to find a way to fund the One Team project on an ongoing basis. The Police have committed underspend from the PIF which the Housing Service has agreed to match fund. This along with financial and staff contributions from the Fire Service should allow us to commit to deliver the One Team approach in the Halcon, North Taunton and Wellington areas for a further two years. We have needed to cut our cloth a bit and expect to need to scale back to a part-time Co-ordinator for Wellington and provide a reduced shared admin resource across the three areas. However we are still confident that we can continue to demonstrate real value in the three areas.

Researchers from Bath Spa University, funded by the PIF fund will be reporting back later in 2016 on their evaluation and findings of the One Team approach. We anticipate and hope that this will provide real academic evidence to support the model and demonstrate to partners the value of engaging with us.

Simon Lewis January 2016.

UPDATE TO TSMB ON LATEST INDICES OF MULTIPLE DEPRIVATION (2015) AND IMPACT IN ONE TEAM AREAS

Executive Summary

Taunton Deane has the two most deprived neighbourhoods in Somerset, both in the worst 5% nationally and serviced by Halcon One Team (Lambrook and Roman Rd).

On the whole, deprivation in Somerset and Taunton Deane has worsened, with Taunton Deane now containing five neighbourhoods in the worst 20% in the country- two each serviced by North Taunton and Halcon One Teams and one by Wellington.

Taunton Deane has three neighbourhoods that rank in the worst 10% for Child Poverty (two in Halcon and one in North Taunton) and two that rank in the worst 10% for Income Deprivation for the Elderly (both in Halcon).

In the three One Team areas, there are clearly significant challenges of deprivation affecting communities and placing demand on all One Team partners and services. TDBC is working with partners through the Taunton Deane Strategic Partnership Board to bring some additional focus on the following issues:

- Education, Skills and Training – The biggest area of concern highlighted by the IMD data and One Team Co-ordinators. Halcon (Roman Road) ranks in the worst 1% in the country; five other neighbourhoods in One Team areas fall within the bottom 10%. ‘Children and Young People’ Education and Skills ranks in the worst 1% in Halcon (Roman Road); the worst 3% in Lyngford East and worst 5% in Halcon (Lambrook). It ranks in the worst 10% nationally in three other neighbourhoods serviced by the One Teams. ‘Adult Skills’ (those with low qualifications or who cannot speak English well) has bottom 10% deprivation in Halcon (Lambrook) and in North Taunton (Pyrland North) and bottom 5% in Halcon (Roman Road).
- Crime – The data in the IMD for Crime is from 2013 and we know that things have improved in One Team areas since this time. The data for 2013 shows Crime has fallen in some parts of the Halcon area, particularly in Halcon East. However there was a significant issue in North Taunton where the Crime ranking had fallen to within the worst 3-4% in the country for Lyngford West and Lyngford East and had deteriorated in other North Taunton wards. Although the data is a couple of years old, the North Taunton One Team is experiencing significant demand in this area.
- Income, Employment & Health – Income and Employment are particular issues in Halcon (two neighbourhoods in the bottom 5%/10%) and in North Taunton (Lyngford East) in the bottom 10%. The new contract to ‘Inspired to Achieve’ to work with ‘workless households’ should help address this issue.
- There are concerns about Health deprivation in some areas, but particularly in Halcon which includes one neighbourhood in the bottom 5% nationally. The Housing Service is speaking with the GP Federation and Musgrove Park Hospital to seek opportunities to work more closely in the One Team areas.

IMD: Headline findings for Somerset, Taunton Deane & One Team areas

1. Introduction:

DCLG recently published the English Indices of Deprivation 2015, the official measure of relative deprivation at a local level (LSOA – Lower Super Output Areas). This is the first update since 2010. The 2015 version uses 37 indicators, organised across seven ‘domains’ of deprivation, which are combined to form the overall **Index of Multiple Deprivation (IMD)**.

The statistics that are used to develop the IMD are drawn from a variety of sources including the Census (2011). The majority of statistics date from 2011 to 2013.

This year, for the first time, the IMD are enhanced by two supplementary indices:

The **Income Deprivation Affecting Children Index (IDACI)** measures the proportion of all children aged 0 to 15 living in income deprived families.

The **Income Deprivation Affecting Older People Index (IDAOPI)** measures the proportion of all those aged 60 or over who experience income deprivation.

Appendix A provides some of the background detail on the component parts of the IMD, IDACI and IDAOPI

The full national dataset is available here: www.gov.uk/government/statistics/english-indices-of-deprivation-2015

2. Somerset: initial headline findings:

Somerset is ranked 98 out of 158 county/unitary areas within England (where 1 is the worst performing and 158 is the best performing). It is ranked 112 for IDACI and 118 for IDAOPI.

Across the country there are 32,844 LSOAs. Each LSOA contains approximately 1,500 residents or 650 properties.

Of the 327 LSOAs in Somerset:-

- 25 LSOAs are now within the most deprived **20%** nationally, up from 14 LSOAs at the time of IMD 2010. Sedgemoor has the highest number of LSOAs in this category (11), followed by South Somerset (7), Taunton Deane (5) and Mendip (2). These LSOAs have a combined population of around 37,900.
- 9 Somerset LSOAs are now amongst the most deprived **10%** nationally, up from 5 in IMD 2010. These are in parts of Taunton, Bridgwater, Yeovil, Highbridge and Glastonbury. The combined population of these areas is approximately 13,900.
- **2 Somerset LSOAs are amongst the most deprived 5% nationally (the same number as in IMD 2010). These are in the Taunton Halcon/Lambrook area, and have a combined population of around 3,100.**

- At a district level (looking at the average ranking of LSOAs in each district), West Somerset appears as the most deprived overall in Somerset, followed by Sedgemoor, Mendip and South Somerset.

3. Taunton Deane

Taunton Deane is ranked 193 out of 326 district / unitary areas (with 1 being the worst). So TD is generally a mid-performing district with (as noted above) some geographic areas of acute deprivation i.e. worst performing 5-10%). However, it also contains some LSOAs that perform extremely well (e.g. 8 within the top 10% nationally)

The map at Appendix B provide a district wide view of deprivation across TD. The LSOAs are split in to quintiles, each represented by a different colour with dark red being the *most* deprived 20% within England, and dark green being the *least* deprived 20% within England.

The table at Appendix C show the overall rank for each LSOA with (nationally) 1 being the worst performing and 32844 the best performing. These tables are split in to quintiles using the same colour code as for Appendix B. The tables also show the rank for each of the seven domains that comprise the overall rank for each LSOA.

Table 1: Neighbourhoods within the 20% most deprived in England according to IMD 2015 and IMD 2010

2015

LSOA code	LSOA description (Taunton Deane)	Overall IMD 2015 National Rank
E01029293	Taunton Lambrook	1353
E01029292	Taunton Roman Road	1510
E01029297	Taunton Lyngford East	2163
E01029311	Wellington North	5043
E01029304	Taunton Lyngford West	6339

2010

LSOA code	LSOA description (Taunton Deane)	Overall IMD 2010 National Rank
E01029292	Taunton Roman Road	1475
E01029293	Taunton Lambrook	3029
E01029297	Taunton Lyngford East	3193

IDACI and IDAOPI – Measuring Child Poverty (0-15) and Income Deprivation for the Elderly (60+)

ICACI and IDAOPI by district are ranked similarly for IMD i.e. a score of between 1 and 326, where 1 is the worst performing and 326 is the best performing. The figures for TD and WS are given in Table 3

Table 3: Comparison of IMD with ICACI and IDAOPI (TD & WS)

District	IMD	ICACI	IDAOPI
Taunton Deane	193	214	215
West Somerset	56	134	147

The above table demonstrates that the ranking of both income deprivation for 'families with children' and for 'those over the age of 60' are generally more positive than for the overall IMD score. However, this is to mask areas of real concern.

Taunton Deane has three LSOAs that appear in the worst 10% for ICACI (Lambrook, Roman Road and Lyngford East) and two areas that appear in the worst 10% for IDAOPI (Lambrook and Roman Road).

There is more work to be undertaken on ICACI and IDAOPI. Somerset County Council have yet to begin any real analysis which will be done as part of the Joint Strategic Needs Assessment (JSNA) that for this financial year has a focus on vulnerable children and for next year a focus on vulnerable adults.

4. One Team Areas & Rural

Appendix D shows comparison data for the One Team areas (2010 and 2015).

Halcon

Halcon Roman Road and Halcon Lambrook remain the 2 most deprived in Taunton Deane and are actually the most deprived LSOAs in the County and the only two in Somerset to rank in the worst 5%. Previously (2010), Bridgwater Sydenham and Halcon Roman Road were the two localities within Somerset that appeared within the worst 5%. Halcon East (i.e. Lane estate) has moved from 8th worst to 10th worst in Taunton Deane

Halcon Lambrook is the most deprived LSOA in Somerset and has shown a worsening across all domains except for 'Barriers to Housing and Services' (which shows only a very marginal improvement). **It is in the worst 5% nationally for 'employment' and health deprivation and disability' rank. There are also significant concerns (worst 10%) for 'income' and 'education, skills and training'.** 'Crime', 'barriers to housing and services' and 'living environment' are less of a concern. This is a reflection of the concerted efforts to tackle these issues within the One Team project. Attention is now turning to the other priorities. **The ranking for 'Adult Skills' subdomain and 'Children and Young People Education and Skills' subdomain are also of great concern being in the bottom 10% and 5% nationally respectively.**

Halcon Roman Road has shown a **very marginal improvement** (despite still being within the worst 5% nationally). **The 'income' and 'education, skills and training' domains remain within the worst performing 5%. Alarmingly, this LSOA is ranked 234 for Education Skills and Training (i.e. within 1% worst performing across the country).** The 'health deprivation and disability' domain has shown significant improvement from worst 2% (2010) to within the worst 20% (2015). As with Halcon Lambrook, the domains for 'Crime', 'barriers to housing and services' and 'living environment' are less of a concern. **The ranking for 'Adult Skills' subdomain and 'Children and Young People Education and Skills' subdomain are also of great concern both being in the bottom 5%, with the Children ranking amongst the worst 2% in the country.**

Halcon East (Lane Estate) has **shown improvement across all domains** (except for a very minor decrease on the 'income' rank) and remains within the worst 20-30% nationally. The 'barriers to housing and services domain has shown a significant improvement from worst 10% (2010) to worst 30-50% (2015). **There has been a significant improvement in crime ranking.**

North Taunton

There are five LSOAs that comprise the focus of the North Taunton One Team.

Lyngford East is within the 10% worst LSOAs nationally. The ranking of this ward has worsened over the previous 5 years. Specific areas of concern (all worsening by rank) are 'income', 'employment', 'education, skills and training' and 'crime'. These domains all appear in the worst 5-10% nationally. 'Health deprivation and disability' is also a concern (worst 20% nationally) although it has shown an improvement in rank over the previous five years. **The ranking for 'Children and Young People Education and Skills' subdomain is also of concern being in the bottom 3% in the country.**

Lyngford West is within the 20% worst LSOAs nationally. There are particular areas of concern relating to 'income', 'employment', 'health deprivation and disability' and 'crime'.

Crime across Lyngford (East and West) has shown a significant worsening over the past five years, going from an area that was in the top 50% nationally, to a locality that is now within the 5% worst performing.

'Education, skills and training' is a significant concern across North Taunton. Each LSOA (apart from Lyngford West) performs within the worst 10-20% nationally and this re-emphasises the case for the mentoring scheme that was introduced through HRA funding into the Taunton Academy and for Wellington.

Wellington

The main area of concern for the Wellington One Team is Wellington North. This LSOA is within the bottom 20% nationally. **Education, skills and training are a particular concern. This domain has a ranking of bottom 10%. Other significant concerns relate to 'income', 'employment' and 'health deprivation and disability'.**

The other areas of Wellington perform well in comparison. Rockwell Green, Tonedale and Wellington North East are within the bottom 30-50% nationally. Wellington East and Wellington North West are both within the top 50% best performing LSOAs.

Rural

The general picture across Taunton Deane is positive. There are no LSOAs that appear that appear in the worst 40% nationally by rank. However, this masks particular issues across the district. The table at Appendix B highlights that there are particular concerns within both the 'barriers to housing and services' and 'living environment' domains. These concerns relate mainly to geographical barriers (road distance to important services) and the quality of housing.

Table 4: Taunton Deane (rural LSOAs): Geographical barriers to services sub domain:

Number of LSOAs within the bottom 5%: 7
Number of LSOAs within the bottom 5-10%: 2
Number of LSOAs within the bottom 10-25%: 8

In addition, 'living environment' is also a concern across parts of the district. The 'indoors living environment' (a sub domain of 'living environment') is a measure of social and private housing in poor condition and also the number of homes without central heating. It reveals the following for Taunton Deane:

Table 5: Taunton Deane (rural LSOAs): Indoor Living Environment sub domain:

Number of LSOAs within the bottom 5%: 4
Number of LSOAs within the bottom 5-10%: 3
Number of LSOAs within the bottom 10-25%: 4

Both of these issues are recognised as such and have been identified by the Rural Subgroup during recent consultation which will be analysed further.

Persons to contact

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With special thanks to Toby Atkins at the Somerset Intelligence Partnership (SIP/SCC) who produced the maps and tables at Appendix A and B and who also provided his support with the analysis.

Appendix A: Indices of Deprivation - Definitions

Index of Multiple Deprivation

The Index of Multiple Deprivation (IMD) combines information from seven 'domains' to provide a set of relative measures of deprivation for small areas (Lower-layer Super Output Areas) across England. The domains are combined using the following weights:

- Income Deprivation (22.5%)
- Employment Deprivation (22.5%)
- Education, Skills and Training Deprivation (13.5%)
- Health Deprivation and Disability (13.5%)
- Crime (9.3%)
- Barriers to Housing and Services (9.3%)
- Living Environment Deprivation (9.3%)

The weights were derived from consideration of the academic literature on poverty and deprivation, as well as consideration of the levels of robustness of the indicators.

Each of these domains is based on a basket of indicators. As far as is possible, each indicator is based on data from the most recent time point available; in practice most indicators in the Indices of Deprivation 2015 relate to the tax year 2012/13.

The Index of Multiple Deprivation 2015 combines information from the seven domains to produce an overall relative measure of deprivation. In addition, there are seven domain-level indices, and two supplementary indices: the Income Deprivation Affecting Children Index and the Income Deprivation Affecting Older People Index.

The Index of Multiple Deprivation 2015, domain indices and the supplementary indices, together with the higher area summaries, are collectively referred to as the Indices of Deprivation 2015.

Income Deprivation Domain

The Income Deprivation Domain measures the proportion of the population experiencing deprivation relating to low income. The definition of low income used includes both those people that are out-of-work, and those that are in work but who have low earnings (and who satisfy the respective means tests).

Employment Deprivation Domain

The Employment Deprivation Domain measures the proportion of the working age population in an area involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities.

Education, Skills and Training Deprivation Domain

The Education, Skills and Training Deprivation Domain measures the lack of attainment and skills in the local population. The indicators fall into two sub-domains: one relating to children and young people and one relating to adult skills.

Health Deprivation and Disability Domain

The Health Deprivation and Disability Domain measures the risk of premature death and the impairment of quality of life through poor physical or mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.

Crime Domain

The Crime Domain measures the risk of personal and material victimisation at local level.

Barriers to Housing and Services Domain

The Barriers to Housing and Services Domain measures the physical and financial accessibility of housing and local services. The indicators fall into two sub-domains: 'geographical barriers', which relate to the physical proximity of local services, and 'wider barriers' which includes issues relating to access to housing such as affordability and homelessness.

Living Environment Deprivation Domain

The Living Environment Deprivation Domain measures the quality of the local environment. The indicators fall into two sub-domains. The 'indoors' living environment measures the quality of housing; while the 'outdoors' living environment contains measures of air quality and road traffic accidents.

Income Deprivation Affecting Children Index

The Income Deprivation Affecting Children Index (IDACI) measures the proportion of all children aged 0 to 15 living in income deprived families. This is one of two supplementary indices and is a sub-set of the Income Deprivation Domain. The word 'family' is used to designate a 'benefit unit', that is the claimant, any partner and any dependent children (those for whom Child Benefit is received).

Income Deprivation Affecting Older People Index

The Income Deprivation Affecting Older People Index (IDAOPI) measures the proportion of all those aged 60 or over who experience income deprivation. This is one of two supplementary indices and is a sub-set of the Income Deprivation Domain.

Adult Skills sub-domain measures working-age adults (from age 25) with no or low qualifications and those who cannot speak English or cannot speak English well

Children and Young People Education and Skills sub-domain measures the average points score of pupils taking reading, writing and mathematics Key Stage 2 exams; the average capped points score of pupils taking Key Stage 4; the proportion of authorised and unauthorised absences from secondary school; the proportion of young people not staying on in school or non-advanced education above age 16; A measure of young people aged under 21 not entering higher education

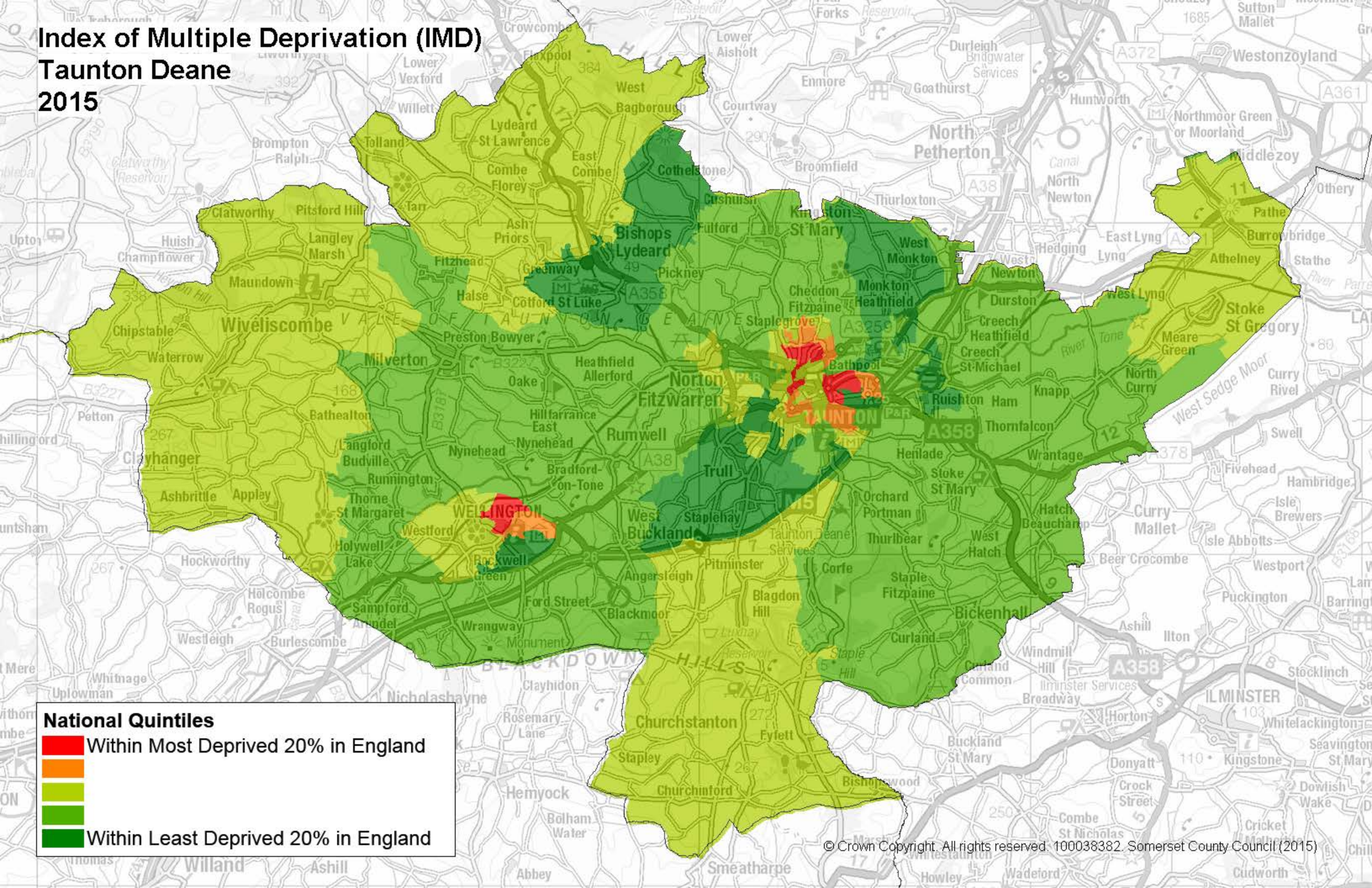
Lower-Layer Super Output Areas

Lower-Layer Super Output Areas (LSOAs) are small areas designed to be of a similar population size, with an average of approximately 1,500 residents or 650 households. There are 32,844 Lower-layer Super Output Areas (LSOAs) in England.

The boundaries of the vast majority (96 per cent) of these 32,844 areas are unchanged since the Indices of Deprivation 2010, 2007 and 2004.

But elsewhere, some neighbourhoods have been combined or split and some new neighbourhoods have been created; this is to account for significant population change occurring in these areas between the 2001 and 2011 Censuses. This means that 31,672 areas have the same boundaries as in previous versions of the Indices, and can be used in analysis comparing *relative* deprivation over time (see 'understanding change

Index of Multiple Deprivation (IMD) Taunton Deane 2015



National Quintiles

- Within Most Deprived 20% in England
- Between 20% and 40% most deprived in England
- Between 40% and 60% most deprived in England
- Between 60% and 80% most deprived in England
- Within Least Deprived 20% in England

English Indices of Deprivation 2015 rankings by Quintile (TD)

Taunton Deane

LSOA code	LSOA description	Overall IMD Rank	Income Rank	Employment Rank	Education, Skills and Training Rank	Health Deprivation and Disability Rank	Crime Rank	Barriers to Housing and Services Rank	Living Environment Rank
E01029292	Taunton Lambrook	1,353	1,707	1,582	1,697	1,164	6,051	6,373	10,710
E01029293	Taunton Roman Road	1,510	513	2,235	234	4,239	22,072	7,869	18,972
E01029297	Taunton Lyngford East	2,163	2,799	2,341	1,696	3,374	1,090	16,890	11,673
E01029311	Wellington North	5,043	5,557	4,543	3,151	3,984	7,200	13,091	17,666
E01029299	Taunton Lyngford West	6,339	8,980	6,992	16,979	4,235	890	18,245	4,804
E01029307	Taunton Pyrland North	6,887	5,432	7,143	2,813	9,088	16,221	10,649	16,193
E01029304	Taunton Pyrland South	7,327	7,632	6,263	3,625	7,827	9,236	13,863	19,950
E01029284	Taunton Town Centre	7,727	11,083	6,792	13,524	6,667	4,815	11,846	4,484
E01029280	Taunton Holway West	8,920	8,137	7,513	5,396	11,182	9,263	16,738	17,563
E01029291	Taunton Halcon East	9,324	9,566	8,365	8,135	11,347	11,203	12,533	8,029
E01029298	Taunton Priorswood South	10,695	11,299	10,479	4,619	12,724	8,708	18,735	16,356
E01029309	Wellington North East	11,674	9,964	9,985	7,209	14,587	15,203	17,755	15,084
E01029281	Taunton Holway Central	12,015	10,417	9,896	13,657	8,120	11,866	16,870	22,762
E01029257	Bishops Hull East	14,174	14,099	12,042	14,826	6,917	25,977	11,343	21,486
E01029301	Taunton Wilton	14,639	14,048	9,569	27,449	12,559	22,419	8,453	13,238
E01029286	Taunton East Reach	15,500	14,575	10,294	21,656	12,782	15,504	23,131	12,501
E01029313	Wellington Tonedale	15,608	19,602	15,503	12,329	19,004	19,366	10,713	5,246
E01029314	Rockwell Green	15,640	12,819	12,006	11,254	17,820	21,921	21,481	15,690
E01029259	Bishops Lydeard North	15,663	17,221	14,991	11,034	16,424	30,964	6,247	12,616
E01029287	Taunton Rowbarton South	15,759	17,747	15,905	21,280	19,049	10,293	17,823	3,375
E01029279	Stoke St Gregory	15,961	21,182	22,618	25,548	27,715	27,339	1,110	2,065
E01029283	Taunton Holway South	15,979	13,106	11,961	13,640	14,522	16,408	20,081	26,044
E01029268	Lydeard St Lawrence and West Bagborough	16,030	26,961	24,827	25,285	27,535	32,352	594	1,100
E01029289	Taunton North Town	16,535	18,318	13,640	24,776	15,250	9,506	26,252	5,852
E01029306	Taunton Wellsprings	16,930	19,191	13,344	20,681	10,916	13,191	11,962	23,406
E01029305	Taunton Priorswood North	17,205	16,020	13,109	11,100	16,006	21,833	20,266	22,005
E01032652	Norton Fitzwarren East	17,276	12,512	14,415	15,117	14,813	19,637	19,605	27,184
E01029316	Wellington West	17,499	13,037	19,237	14,411	16,833	15,732	26,664	11,366
E01029300	Taunton Obridge	17,519	19,500	18,753	13,234	25,184	2,994	18,386	20,847
E01029320	Wiveliscombe	17,772	16,990	14,260	11,825	14,668	31,606	24,939	12,271
E01029261	Blackdown Hills	18,145	25,948	26,998	28,640	29,962	29,448	689	2,623
E01029266	Taunton Comeytrowe East	18,179	19,801	13,560	17,779	15,847	32,099	16,136	8,688
E01029290	Rowbarton North	18,360	18,653	15,001	22,630	16,919	23,859	8,999	13,313
E01029321	West Deane	18,991	28,295	26,120	23,726	29,636	30,028	1,453	2,669
E01029312	Wellington North West	19,327	20,020	23,121	13,671	19,615	6,995	27,058	11,775
E01029285	Taunton Priory Bridge Road	19,372	19,013	21,495	22,848	24,538	3,181	26,912	11,687

E01029270	Neroche	19,827	25,302	27,842	29,468	28,180	29,047	649	6,918
E01029317	Monkton Heathfield	19,835	16,777	20,432	17,753	19,921	21,784	7,110	25,633
E01029288	Taunton Frieze Hill	19,901	20,153	15,174	26,075	20,110	17,210	15,690	11,403
E01029256	Bishops Hull Village	20,049	15,657	19,949	21,345	13,893	21,218	14,662	22,980
E01029269	Wellington Monument	20,318	25,076	27,528	26,672	20,336	27,181	2,503	6,420
E01029275	Ruishton, Henlade and Thornfalcon	20,436	24,559	17,542	24,749	18,688	30,373	6,263	10,548
E01029271	North Curry	21,209	24,355	21,669	27,861	25,354	29,064	6,139	5,111
E01029278	Kingston St Mary	21,584	23,917	25,238	26,269	27,851	25,054	3,852	7,461
E01029267	Milverton	22,186	22,125	24,392	25,000	27,706	32,788	6,069	6,719
E01029262	Bradford-on-Tone	22,735	28,312	28,445	26,888	31,528	32,573	1,450	8,408
E01029277	Staplegrove West	23,163	18,831	24,666	15,899	20,696	23,926	14,023	25,856
E01032651	Norton Fitzwarren West	23,816	27,805	24,795	22,554	15,177	31,664	4,574	27,036
E01029276	Staplegrove East	24,382	24,754	21,908	23,481	16,548	31,080	9,881	24,361
E01029274	Creech St Michael East and Creech Heathfield	25,115	22,175	22,479	28,851	21,382	20,606	14,874	20,501
E01029319	Taunton Nerrols Farm	25,220	23,032	24,264	22,989	24,543	16,289	11,035	31,411
E01029296	Taunton Dowslands West	25,451	23,214	20,379	29,136	17,106	17,859	22,887	27,027
E01029282	Taunton Blackbrook South	25,572	23,155	22,823	20,238	21,031	26,408	21,363	19,847
E01029273	Creech St Michael West	26,526	25,147	20,809	21,441	20,965	23,440	26,547	24,050
E01029294	Taunton Blackbrook North	26,910	29,059	27,097	26,150	25,133	13,793	10,652	24,977
E01029258	Bishops Lydeard South	27,280	26,783	24,397	21,451	26,453	28,228	21,060	13,906
E01029318	West Monkton	27,725	29,068	31,300	29,806	25,547	24,467	4,605	24,467
E01029260	Cotford St Luke	29,164	26,070	27,203	23,559	26,716	28,973	16,843	25,189
E01029315	Wellington South West	29,237	28,002	23,090	25,892	23,095	32,189	16,637	31,794
E01029295	Taunton Dowslands East	29,551	28,992	28,052	26,232	28,219	25,257	12,679	25,421
E01029264	Taunton Comeytrowe North	30,396	27,486	24,226	28,433	26,826	26,976	25,347	26,918
E01029263	Taunton Comeytrowe South	30,473	25,253	29,195	26,024	26,358	31,483	18,904	29,273
E01029302	Taunton Parkfield	30,585	29,721	25,481	30,971	25,269	27,254	23,838	21,799
E01029310	Wellington East	30,676	28,396	26,225	22,105	27,905	26,712	27,281	29,901
E01029265	Taunton Comeytrowe West	31,368	31,804	26,703	30,582	27,982	32,787	14,939	28,088
E01029303	Taunton Sherford	31,413	31,569	30,087	32,093	29,324	31,744	9,354	31,291
E01029308	Trull	31,450	29,664	28,754	31,653	29,826	30,574	22,307	18,136

KEY - National Quintiles

	Within Most Deprived 20% in England
	Within Least Deprived 20% in England

All neighbourhoods (LSOAs) in England are ranked between 1 and 32,844, with '1' as the most deprived nationally.

IMD for ONE TEAM AREAS: 2015 v 2010

HALCON

Year	LSOA code	LSOA description	Overall Rank	Income Rank	Employment Rank	Education, Skills and Training Rank	Health Deprivation and Disability Rank	Crime Rank	Barriers to Housing and Services Rank	Living Environment Rank
2015 2010	E01029292	Taunton Lambrook	1,353	1,707	1,582	1,697	1,164	6,051	6,373	10,710
			3029	3458	2348	3061	1795	15012	5352	14771
2015 2010	E01029293	Taunton Roman Road	1,510	513	2,235	234	4,239	22,072	7,869	18,972
			1475	465	1949	3360	524	21480	6809	27536
2015 2010	E01029291	Taunton Halcon East	9,324	9,566	8,365	8,135	11,347	11,203	12,533	8,029
			7287	9568	6042	6994	8288	6777	2405	15759

Adult Skills Subdomain	Children & young people Education & Skills Subdomain
2,902	1,387

Key
Rank
1-1642 1-5%
1643-3284 5-10%
3285-6568 10-20%
6569-9853 20-30%
9854-16422 30- 50%
1643 + 50 plus

32844 LSOAS

NORTH TAUNTON

Year	LSOA code	LSOA description	Overall Rank	Income Rank	Employment Rank	Education, Skills and Training Rank	Health Deprivation and Disability Rank	Crime Rank	Barriers to Housing and Services Rank	Living Environment Rank
2015 2010	E01029297	Taunton Lyngford East	2,163	2,799	2,341	1,696	3,374	1,090	16,890	11,673
			3193	4049	3808	3366	2004	22837	1192	11242
2015 2010	E01029299	Taunton Lyngford West	6,339	8,980	6,992	16,979	4,235	890	18,245	4,804
			7787	10971	8764	3957	10391	19423	3925	5359
2015 2010	E01029304	Taunton Pyrland South	7,327	7,632	6,263	3,625	7,827	9,236	13,863	19,950
			8871	8157	7771	8182	3927	25044	9800	22744
2015 2010	E01029298	Taunton Priorswood South	10,695	11,299	10,479	4,619	12,724	8,708	18,735	16,356
			10543	13077	12222	9814	4080	24992	9201	8969
2015 2010	E01029307	Taunton Pyrland North	6,887	5,432	7,143	2,813	9,088	16,221	10,649	16,193
			7267	6825	4420	6929	2891	21263	9918	19599

4,116	899
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Key
Rank
1-1642 1-5%
1643-3284 5-10%
3285-6568 10-20%
6569-9853 20-30%
9854-16422 30- 50%
1643 + 50 plus

32844 LSOAS

WELLINGTON

Year	LSOA code	LSOA description	Overall Rank	Income Rank	Employment Rank	Education, Skills and Training Rank	Health Deprivation and Disability Rank	Crime Rank	Barriers to Housing and Services Rank	Living Environment Rank
2015 2010	E01029311	Wellington North	5,043	5,557	4,543	3,151	3,984	7,200	13,091	17,666
			6621	6104	3905	4814	2599	22059	19380	19956
2015 2010	E01029314	Rockwell Green	15,640	12,819	12,006	11,254	17,820	21,921	21,481	15,690
			15598	13179	13293	19798	10668	12248	22106	18852
2015 2010	E01029313	Wellington Tonedale	15,608	19,602	15,503	12,329	19,004	19,366	10,713	5,246
			16188	18578	15548	20265	15500	4445	17205	15075
2015 2010	E01029316	Wellington West	17,499	13,037	19,237	14,411	16,833	15,732	26,664	11,366
			17017	14596	18420	13472	17422	20501	19331	8440
2015 2010	E01029309	Wellington North East	11,674	9,964	9,985	7,209	14,587	15,203	17,755	15,084
			9926	9827	8163	9286	4200	20904	18072	16685
2015 2010	E01029312	Wellington North West	19,327	20,020	23,121	13,671	19,615	6,995	27,058	11,775
			21184	18069	22694	17559	17678	23405	17067	14356

3,878	2,873
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Key
Rank
1-1642 1-5%
1643-3284 5-10%
3285-6568 10-20%
6569-9853 20-30%
9854-16422 30- 50%
1643 + 50 plus

32844 LSOAS