



EXECUTIVE

YOU ARE REQUESTED TO ATTEND A MEETING OF THE EXECUTIVE TO BE HELD IN PRINCIPAL COMMITTEE ROOM, THE DEANE HOUSE, BELVEDERE ROAD, TAUNTON ON WEDNESDAY 21ST JUNE 2006 AT 18:15.

AGENDA

1. Apologies
2. Minutes of the meeting of the Executive held on 3 May 2006 (attached)
3. Public Question Time
4. Declaration of Interests
To receive declarations of personal or prejudicial interests, in accordance with the Code of Conduct
5. Issues surrounding Housing Stock Transfer and Retention
Report of Head of Housing (Housing Transfer Consultation Co-ordinator) (attached)
(These reports will have been considered by a special meeting of the Housing Review Panel which will have taken place immediately before this meeting of the Executive)
6. Treasury Management Outturn 2005/06 and 2006/07 Update
Report of Principal Accountant (attached)
7. Annual Report 2006/07
Report of Scrutiny and Performance Manager (attached)
8. Performance Monitoring - Outturn Report on 2005/08 Corporate Strategy, 2005/06 Financial Outturn and 2005/06 Performance Indicators
Joint Report of Scrutiny and Performance Manager and Pricipal Accountant (attached)

The following item is likely to be considered after the exclusion of the press and public because of the likelihood that exempt information would otherwise be disclosed relating to the Clause set out below of Schedule 12A of the Local Government Act 1972.

9. Purchase of property at Stoke Road, Taunton - Clause 7
Report of Asset Holdings Manager (To follow)

G P DYKE
Member Services Manager
14 June 2006

Executive Members:-

Councillor Bishop

Councillor Mrs Bradley

Councillor Clark

Councillor Garner

Councillor Hall

Councillor Leighton

Councillor Mrs Lewin-Harris

Councillor Williams - Leader



Members of the public are welcome to attend the meeting and listen to the discussion. Lift access to the main committee room on the first floor of the building is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available. There is a time set aside at the beginning of the meeting to allow the public to ask questions



An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact Greg Dyke on:



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Executive – 3 May 2006

Present: Councillor Williams (Chairman)
Councillors Bishop, Mrs Bradley, Garner, Hall and Leighton

Officers: Mrs P James (Chief Executive), Ms J Wishlade (Strategic Director),
Mr K Toller (Head of Corporate Services), Mr N T Noall (Head of
Development), Mr P Carter (Financial Services Manager),
Mr D Thompson (Chief Valuer), Mr T Burton (Development Control
Manager), Mr G P Dyke (Member Services Manager)

Also Present: Councillors Henley, Lisgo and Stuart-Thorn

(The meeting commenced at 6.15 pm.)

39. Apologies

Councillors Cavill, Edwards and Mrs Lewin-Harris.

40. Public Question Time

(1) Councillor Henley as a member of the public asked the following questions:-

- (i) The leaflet that had been circulated in connection with the forthcoming Blackbrook and Holway By-Election regarding Holway Green, stated that no further action would be taken in respect of development in this area. Would the Chairman confirm that plans to build on Holway Green had been dropped.

Councillor Williams clarified the situation and explained that it had been stated that no further action would be taken whilst other sites were being investigated.

- (ii) Following suggestions which he had received during a recent event at Wellington Park, Councillor Bradley was asked if there were any plans to install a bicycle rack in the Park.

Councillor Mrs Bradley replied that requests of this nature should come through the Wellington Town Council. Councillor Williams added that if such a request were made it would be investigated further.

- (2) Mr P Harris asked a series of questions in relation to ongoing disputes between the Council and Mr S Robins. He felt that certain allegations were not being properly investigated. He said that these problems would not go away no matter which administration was in charge of the Council.

Councillor Williams replied that he was glad that it was acknowledged that these problems would not go away under any administration. These questions had been constantly raised and constantly answered. If the answers were not what Mr Robins wanted, they were repeated. It had been explained many times in the past that questions previously asked and answered would not be dealt with. Once again it was explained that the outstanding payment due to Mr Robins would be dealt with once Mr Robins had submitted a properly detailed breakdown of the amount claimed. The Council took very seriously the issues concerning Mr Robins particularly those where he owed the Council money. The Council were always willing to deal with any new legitimate items.

41. Corporate Services - Support to Corporate Project Teams

Submitted report previously circulated which requested Council approval for a Supplementary Estimate from General Fund Reserves, £56,530.00. This was needed to fund temporary additional staffing resources within the Personnel and Financial Services Units to enable support to corporate projects (ISIS, Stock Transfer, Vision, etc) to continue. It was envisaged that these arrangements would be required for a period of 12 months.

The Council were currently engaged in several key projects such as ISIS, Stock Transfer, The Vision for Taunton and Waste Contract Integration. Up until now professional technical support and advice from services such as Personnel and Finance had been provided within existing staffing resources. However, recently the demand of these projects had increased significantly as major work streams were now coming together within the same timescales.

Details were submitted of the effect that these projects would have, particularly on Personnel and Financial Services Units. Proposals were submitted to provide additional staffing for a period of 12 months in order that the corporate projects continued to receive proper support.

RESOLVED that the additional staff resources outlined in the report be agreed and Council be recommended to agree a Supplementary Estimate from General Fund Reserves of £56,530.00 to fund these posts for a period of 12 months.

42. Somerset Waste Board - Waste Collection Contract Award and Management

Members were updated on progress of the Somerset Waste Board Project. Proposals were submitted which provided the basis for cross-county agreement of an approach to co-ordinating the contract award process for the integrated refuse collection and recycling contracts.

This Council was participating in the development of contact integration for waste collection services in Somerset. This was an integral part of the Joint Waste Best Value Review Continuous Improvement Plan that had been adopted by the Council in March 2002.

The proposal to integrate contracts was seen as a means of reducing the financial burden of meeting increasingly challenging statutory requirements for minimising waste and diverting it from landfill.

Details were submitted of the business case for the integrated Waste Management Project together with progress made and the Project timetable.

The integrated collection procurement was progressing well but the decision to award the integrated collection contracts would require approval by all five District and Borough Councils. The time available for reaching a decision would be limited as it was essential that adequate time was available for the winning contractor to buy necessary equipment before the contracts started. However it was also essential that the decision-making process was transparent and that all the partner authorities were agreed that it was appropriate.

The award of the contracts would happen in two stages. Firstly a preferred bidder would be appointed in September, based on the valuation of responses to the invitation to negotiate stage. Following detailed negotiation with the preferred bidder, the contracts would be awarded in December. A similar approach for reaching a decision was proposed for each of the two stages.

The approach that had been developed by the Director's Implementation Group would entail:-

- (a) each Executive arranging a special meeting to discuss the single agenda item of selecting the preferred bidder or contract award. All Executives would meet in the same building and at the same time;
- (b) a joint presentation would be made to all Executives with a question/answer session;
- (c) each Executive would then meet separately and take the formal decision within their own committee administration arrangements;
- (d) the Leader of each Council would then report back to a plenary session on the decision of their Council with all five Councils being signatories to the decision.

The Special Meetings would be preceded by briefings and presentations from the Project Team and the Officers to the Executive and wider members as necessary.

The implementation of a single client operation to manage the new collection contracts and the integration of waste collection and disposal services would be a key to the success of the SWB project both in terms of service quality and efficiency.

The management structure would be brought to the Executive for consideration following consultation and details were submitted of the principles on which the draft structure would be based.

It was expected that most of the expertise and resources required for this project would be found in-house from within existing budgets or from DEFRA funding. However advice and external resource would need to be bought in to cover capacity problems within authorities and to provide the right level of expert advice for the project to succeed (Legal, Financial, HR). There would also be set-up costs for the new SWB client function.

The Public Service Agreement (PSA) for Somerset covered a number of performance areas including 'percentage of household waste arisings recycled'. The PSA covered a three-year period which ended in March 2006. A reward grant was paid for those areas of performance which achieved their stretch target and it appeared that due to the investment that both the County and District Councils had made in improved service delivery, that a reward grant would be payable on this target.

The PSA funding, together with funding currently in the SWB Budget and DEFRA funding, meant that the budget estimate for the project would be covered. The PSA Reward Grant would be available for the General Fund, however, it did not currently feature within any budget as it was never certain that it would be achieved.

RESOLVED that:-

- (1) The Report be noted, including progress on the procurement of the integrated refuse collection and recycling contracts and the development of the single client for managing all waste services in Somerset;
- (2) The contract award mechanism set out above, be agreed;
- (3) The allocation of the PSA Reward Grant to Taunton Deane Borough Council for the waste performance to supporting the SWB project be agreed.

43. Providing for Gypsies and Travellers – an Update

Reported that the Council had a responsibility for meeting the accommodation needs of Gypsy and Travellers as both Housing and Local Planning Authority.

A recent assessment of needs had shown there to be 22 caravans on unauthorised sites. Although it was not expected that every caravan would represent a legitimate housing need that would need to be met on an authorised site, it was clear that a number would. Where the unauthorised site could not be tolerated, any households or groups with a legitimate need for accommodation, represented a priority for action.

A new Planning Circular relating to Gypsy and Traveller's sites had been issued. It contained revised guidance for Local Planning Authorities including a requirement for sites to be allocated in LDFs for Gypsies and Travellers which would need to be taken into account in due course. The Circular also amended previous guidance concerning the circumstances in which Gypsy and Traveller's sites might be acceptable, creating a need for the Council's current policy on Gypsy and Traveller sites to be implemented in an amended manner.

This matter had been considered in some detail by both the Housing Services Review Panel and the Strategic Planning Transportation and Economic Development Review Panel and the recommendations had been supported.

The responsibility that the Council now had with regard to Gypsy and Traveller accommodation needs, the identification of unmet needs in the form of unauthorised sites and the Revised Planning Guidance in Circular 01/2006 all had implications for the Council's future actions. These could be broken down into addressing short-term needs, the need to allocate sites and the impact of the Circular on the determination of planning applications.

RESOLVED that the report be noted and the following actions be agreed:-

- (a) an assessment of the needs of each individual family or group currently occupying unauthorised sites be undertaken;
- (b) opportunities be identified for providing suitable sites with those individuals, families or groups accepted as having legitimate needs;
- (c) a change approach to the implementation of Taunton Deane Local Plan Policy H14 be adopted to reflect the more flexible approach to applications within areas of nationally recognised environmental designations such as AONBs or SSSIs, greater flexibility in terms of the distance from facilities and new advice that existing communities should not be dominated by large scale Gypsy sites;
- (d) criteria to guide the allocation of sites be included in the Core Strategy DPD; and
- (e) specific site allocations to accommodate identified unmet needs be included in the allocations DPD;
- (f) a further update be submitted in six months on progress in finding suitable sites.

44. Proposed Compulsory Purchase Orders for Principal Development Sites within the Vision for Taunton Proposals

Reported that detailed delivery arrangements were now being progressed in respect of a number of key development sites within the Vision for Taunton proposals, as envisaged in the Terence O'Rourke Masterplan.

Whilst the Council was a major landowner in the three key areas of Firepool, Tangier and the Town Centre Retail area, it was likely that other areas of land, together with interests in land such as easements would need to be acquired from third parties. Whilst it might be possible to acquire some of these interests by negotiation, it was considered essential that in all cases the Council had a suitable Compulsory Purchase Order resolution in place for each of the main sites where land acquisition would be required.

In order to send out a clear message to all those involved in delivering the Council's aspirations for the main Vision for Taunton development sites, it was considered that an 'in principle' commitment should be made to the making of such Compulsory Purchase Order resolutions as would be required in future to deliver the Vision proposals. A detailed report would be submitted in respect of each development site where a Compulsory Purchase Order was proposed.

RESOLVED that an 'in principle' commitment be made at this stage to promoting Compulsory Purchase Orders as thought necessary in respect of the key development sites within the Vision for Taunton proposals.

45. Exclusion of Press and Public

RESOLVED that the press and public be excluded from the meeting for the following items because of the likelihood that exempt information would otherwise be disclosed relating to clauses 7 and 9 of Schedule 12(a) of the Local Government Act 1972.

46. Virement Request to Council

A recommendation was submitted that Council be asked to approve the following virements between budgets:-

- (1) The virement of the CCTV budget from Planning Policy and Transportation Portfolio to the Community Development Portfolio;
- (2) The virement of the Capital Budget for the proposed purchase of land at Bishops Hull from the Leisure Portfolio to the Economic Development Portfolio and the use of these monies for the purchasing of land at Bishops Hull or for Vision for Taunton capital purposes.

RESOLVED that Council be recommended that the above virements be agreed.

47. Taunton High Street Retail Schemes – Proposed Exclusivity Agreements

Consideration was given to providing a period of exclusivity to developers who had provided proposals for retail schemes in the town centre, on the basis set out in the Chief Valuer's report.

RESOLVED that:-

- (1) Exclusivity Agreements be agreed with the developers on the basis set out in the report for a period of 18 months subject to satisfactory progress being achieved;
- (2) Subject to satisfactory progress being made in the design of suitable schemes, the Council appoint a firm of consultant development surveyors to provide advice on this matter. If necessary further legal advice could also be obtained prior to any final decision by the Council.

48. Priory Bridge Road Car Park – Proposed Exclusivity Agreement

Consideration was given to the possibility of granting an Exclusivity Agreement in respect of the Priory Bridge Road car park site on the basis of the Chief Valuer's report.

RESOLVED:- that an Exclusivity Agreement be granted on the basis set out in the report.

(The meeting ended at 8.05 pm.)

TAUNTON DEANE BOROUGH COUNCIL

SPECIAL HOUSING REVIEW PANEL - 21 JUNE 2006

REPORT OF THE HEAD OF HOUSING (HOUSING TRANSFER CONSULTATION CO-ORDINATOR)

ISSUES SURROUNDING HOUSING STOCK TRANSFER AND RETENTION

(This matter is the responsibility of Executive Councillor G Garner.)

Executive Summary

This suite of reports involves four key issues which need to be addressed due to the Housing Transfer Consultation and the outcome of the ballot. These are:

- Report 1 - The Housing Options Service.
- Report 2 - The Direct Labour Organisation.
- Report 3 - The Housing Revenue Account Projected Capital Programme.
- Capital Receipts Allocation

The Panel is asked to consider this report and its attachments.

1. Purpose of Report

- 1.1 To seek advice on these issues and to make recommendations to the Executive.

2. Background

- 2.1 The Housing Transfer Consultation process brings many items into focus. Should we achieve a "yes" vote then we must decide what areas of work remain with the Council and what will transfer to the new Housing Association. Here we are considering the Housing Options Section and the Direct Labour Organisation - Building Services Unit.
- 2.2 The Housing Revenue Account Projected Capital Programme will have a shortfall of £1.85m per annum from 2007-2011 if we are to meet the "decent homes" standard, which cannot be met if the tenants vote "no" to transfer. Officers have been working to close this funding gap, but the consequences need to be understood.
- 2.3 We also require a commitment that in principle all relevant capital receipts from the transfer of the housing stock to Deane Housing would be used in the future provision of affordable housing.
- 2.4 The three attached reports outline the Officers' views.

2.5 These reports have been considered by the Corporate Management Team.

3. Report Summary

3.1 In the early days of stock transfer many councils experimented with transferring much of their homelessness, housing register and lettings work to Housing Associations. In many cases this proved an expensive mistake. Most councils have now brought these services back "in-house". We would recommend that these services in Taunton Deane be kept "in-house" to avoid abortive costs. This was also recommended by the Government Office of the South West at a regional meeting in Bristol in December.

3.2 The Building Service Unit of Deane Direct Labour Organisation has been successful for many years, but if a stock transfer happens we must acknowledge that much of the Unit's work (approximately 30%) is not Housing Revenue Account funded. The attached report considers the options. Here we recommend that if the stock does transfer then 70% of the Unit's functions should be transferred to Deane Housing. The remaining 30% should stay with the Council.

3.3 As mentioned at 2.2 the Council has to make very serious budget reductions if the tenants vote "no" to transfer. The attached report outlines the proposed cuts in services and starts looking into the reductions in staff required to close the budget gap. Here we are reluctantly recommending Councillors to accept our advice on the proposed cuts in services and posts. This is being advised to ensure we meet our decent homes targets at the cost of other parts of our services and preserve "front line" services at the expense of management plus support staff. We also need to bear in mind the additional problems that the job evaluation, the Government White Paper and ISiS might bring.

3.4 In principle the Council has agreed that the relevant capital receipts should be retained for the future provision of affordable housing.

4. Financial Implications

4.1 There are serious financial implications in all three reports and the capital receipts decision to the General Fund and the Housing Revenue Account Capital Programme. These are detailed in the individual reports.

4.2 Capital receipts retention for affordable housing purposes will ensure Taunton Deane Borough Council has sufficient finance to support its affordable housing programme of £850,000 pa for many years to come. Alternatively this would have to be funded from the general fund. This funding would also ensure continued grants from the Housing Corporations.

5. Effect on Corporate Priorities

- 5.1 The three reports do affect all six of the Council's priorities to a greater or lesser degree. The financial reductions will also seriously reduce the effectiveness of parts of the Housing Services. There may be a lesser effect on other services.
- 5.2 Capital receipt retention helps fund one of the Council's key priorities, "Affordable Housing".

6. Recommendations

- 6.1 The Housing Review Panel is asked to RECOMMEND the following to the Executive:
- (i) To retain the Housing Options Section as a core Council service should the tenants vote "yes" to transferring the stock.
 - (ii) To transfer the current Housing Revenue Account funded part of the Building Service Unit of the Direct Labour Organisation to Deane Housing should the tenants vote "yes" to stock transfer. This represents 70% of the Building Service Unit's workforce. The remaining 30% could be integrated by the Council in the remaining DLO and further work is required to decide the future of these services.
 - (iii) Should the tenants vote "no" to transfer the Council should accept the Officers' financial advice to ensure we meet the "decent homes" standard by 2010 at the cost of the reductions to services and posts as outlined. Posts and services are not finalised and may be altered to ensure the financial targets are met.
 - (iv) To retain all relevant capital receipts for the provision of Affordable Housing.

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TAUNTON DEANE BOROUGH COUNCIL

SPECIAL HOUSING REVIEW PANEL - 21 JUNE 2006

**REPORT OF THE HEAD OF HOUSING (HOUSING TRANSFER
CONSULTATION CO-ORDINATOR)**

POST TRANSFER HOUSING OPTIONS SERVICES

(This matter is the responsibility of Executive Councillor G Garner.)

1. Introduction

If the Council transfers its housing stock, it will no longer have any responsibilities as a landlord. However, it will continue to have responsibilities as a strategic housing enabler. The Council therefore needs to consider the shape of the retained strategic housing function in order to ensure that it is able to discharge its duties effectively, in the event that tenants vote in favour of stock transfer. The Council will need to consider the legislative requirements (to meet the Councils statutory duties), cost effectiveness, customer responsiveness, potential for service improvement, strategic fit and deliverability.

This paper considers the options for the delivery of the Councils housing options service which is a section of the strategic housing service.

2. Background

Post transfer the housing options function would include:

- A central allocations service which is required to maintain the Housing Register including the Transfer Register for Council and Housing Association Tenants. This function is responsible for making nominations to RSLs from the councils' register. The Homelessness Act 2004 removed the need to maintain a housing register but placed an obligation on councils to manage the allocations framework across the area. Councils are required to introduce a choice based approach to lettings by 2010. This work is currently being carried out in partnership with the other four Somerset districts.
- This function fulfils the council's duties towards homeless people under the Housing Acts, it investigates and decides homeless applications and the re-housing of homeless persons from temporary accommodation. The Homelessness Act strengthened the homelessness safety net increasing the statutory obligations on Councils. It also introduced new duties on councils to carry out a homelessness review and produce a homelessness strategy.

- Homeless Prevention Work and the provision of housing advice to non priority homelessness is also carried out by this section as is the management of all our hostel accommodation.

After transfer the council would remain statutorily responsible for the management of the allocations framework and the homelessness function, although this service could be delivered by way of an agency agreement. The following allocations functions cannot be contracted out:

- The power to specify that some classes of persons are not qualifying persons
- Decisions about the form of the register
- Provisions regarding the process for adopting or altering an allocation scheme
- The requirement to have information about the allocation scheme available for inspection at the council's principle office.

The following homelessness functions cannot be contracted out

- The duty to provide advisory services
- The power to provide assistance to voluntary organisations concerned with homelessness
- The duty to cooperate with another housing council

In the past, transfer councils have tended to discharge those obligations that can be contracted out by means of agency agreements – almost always with the registered social landlord that has taken ownership of the council's housing stock. The need to reduce costs may have driven this behaviour, for example where a large element of the service was charged to the HRA, so there were inadequate resources within the Council's general fund, to deliver the service post transfer.

However, there is evidence to demonstrate that this has not always provided the best strategic solution. A Shelter report ¹ has found some problems with this approach where the council has failed to give adequate priority to homelessness and meeting housing need in their forward planning prior to transfer. Where problems had arisen, Councils found that they had inadequate resources to monitor and manage the performance of the contracted out services and to liaise with RSLs to influence their allocations policies to contribute to sustainable communities.

More recently, the Department for Communities and Local Government (DCLG) has included advice in its transfer manual to encourage Councils

¹ "Out of Stock" – stock transfer, homelessness and access to housing, Shelter, July 2001

only to contract out these services where a best value review can clearly demonstrate that such an approach will deliver improvements.

There is a clear shift away from extensive contracting out recently. In part, this is because of some difficulties in separating clearly the interviewing and analysis of homelessness applications from the decision taking on individual cases – which is always a duty remaining on the council. In part also, the increasing use of common waiting lists and choice based lettings frameworks makes the council the natural focus of the service.

It is arguable that the new requirement to deliver a choice based lettings framework will be harder for councils to monitor through a contract agreement. In order to avoid the lack of clarity and accountability that Shelter found had arisen in some areas, it is even more important that where services are contracted out, that contracts are sufficiently robust and detailed and that contract management resources are available to the Council. This can often negate any apparent savings that may be achieved by contracting out.

3. Future Commitments for the Council

It is essential for TDBC to provide clear leadership on tackling homelessness and setting local priorities to reflect a true picture for local homelessness provision. (Housing Strategy Priority 2).

- In March 2005, the government published its strategy for tackling homelessness, 'Sustainable Communities: settled homes, changing lives', which included the target to halve the number of homeless households in temporary accommodation by 2010. We aim to reduce levels of repeat homelessness and the use of temporary accommodation for families.
- Government directives place pressure on the Council to demonstrate an understanding of individual factors increasing risk of homelessness including: - low income, unemployment, sexual/physical abuse, family breakdown, school exclusion, poor mental health, drug and alcohol misuse, service in the armed forces, prison leavers and experience of local authority care.
- An underlying consideration is inadequate access to health care for homeless people who are at greater risk of serious ill-health, which will require future provision.

- Our aims and objectives for 2006 include: -

- *Reduce the numbers of households in B&B and **all** temporary accommodation by 50% by 2010.*
- *Reduce the average length of time spent in temporary accommodation (6 week rule).*
- *Reduce rough sleeping.*
- *Reduce repeat homelessness.*
- *Increase settled housing options available to households in temporary accommodation and help create mixed, sustainable communities.*

- Strategically the Council is being constantly steered to proactively explore homelessness prevention and provide alternative accommodation in the **private sector**. We also have a mandatory requirement to provide a Homelessness Strategy which identifies our future commitments. The Services Development Officers post is key in the implementation of the homelessness strategy and setting up and taking forward new initiatives/partnership working to deliver this.

The above brief descriptions will outline the responsibilities that would remain with the Council to ensure that current and future homeless provision is not just maintained but enhanced. This report proposes that these responsibilities can be delivered more effectively by retaining the housing options service and not contracting it to Deane Housing.

The current structure is successfully meeting the Governments directives to reduce homeless acceptances and increase prevented cases in 2005/06.

4. Financial Implications of retaining the housing options service

The total cost of the housing options service is £416,099. A total of £82,134 is charged to the HRA.

The valuation currently assumes that the HRA element of the cost (£82K) transfers to Deane Housing. They will need this allowance in their budgets in order to fund their landlord responsibilities for housing allocations.

However after transfer, the Council will not be able to reduce its own costs by this amount. As the HRA would be closed after transfer, this cost (£82K) would fall to the general fund. At this stage it is not envisaged that any additional staffing requirements would be required. Equally, it is not envisaged that service could reduce in any way to create savings equivalent to the HRA charge.

Should the Council want to recover the cost of its housing options service from Deane Housing, the Council would need to treat Deane Housing in the same way as other RSLs in respect of any charging structure.

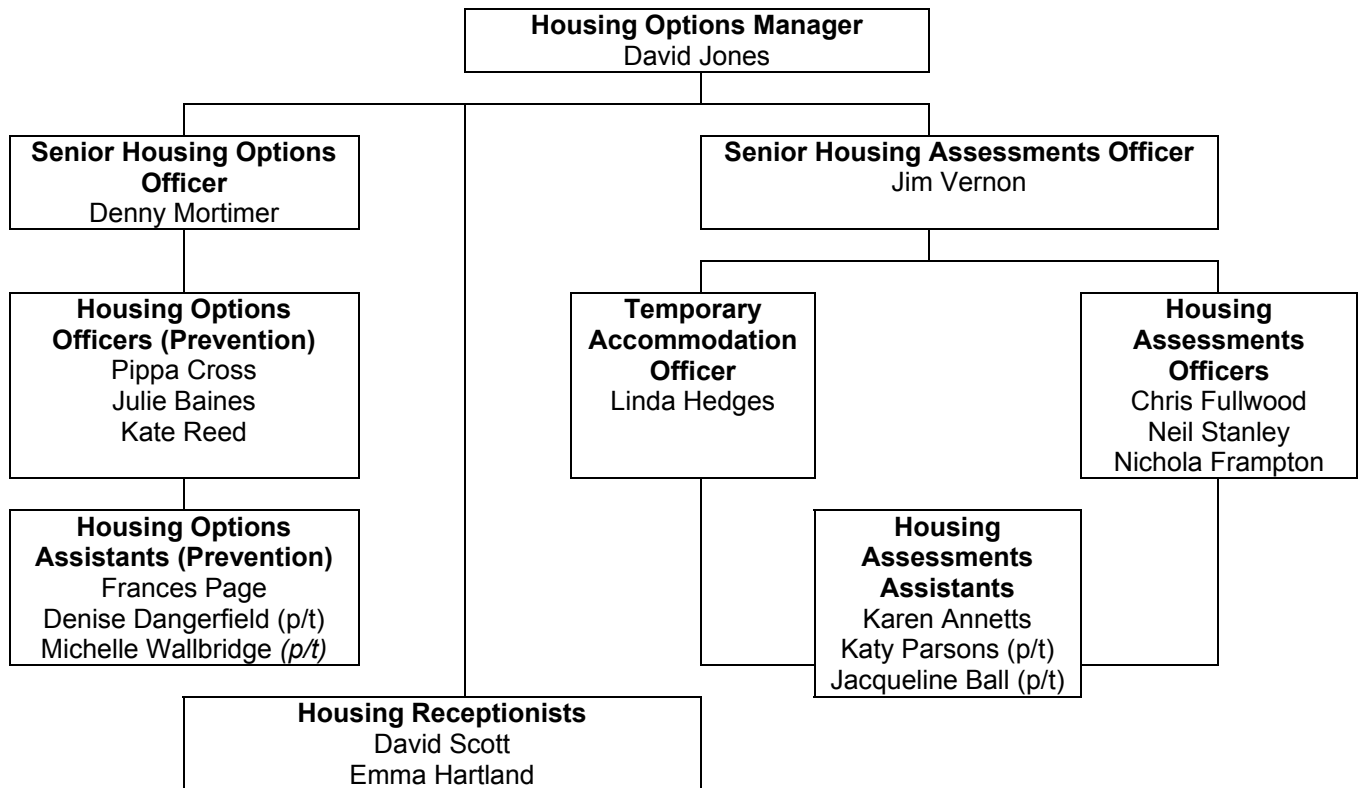
Should the Council seek to recover the current HRA cost from Deane Housing, this would represent an additional cost to them that would reduce the valuation (by approximately £1.1m).

5. Recommendation

It is recommended that in the event of a housing transfer, the Council retains responsibility for delivery of housing options services and makes the necessary amendments to the General fund financial planning. A decision about the transfer or retention of homeless hostels will also need to be taken before transfer and a paper will be presented at a later date that outlines the options and issues involved in this decision.

HOUSING STRATEGIC SERVICES UNIT

Housing Options



TAUNTON DEANE BOROUGH COUNCIL

SPECIAL HOUSING REVIEW PANEL - 21 JUNE 2006

REPORT OF HOUSING TRANSFER PROJECT OFFICER

PROPOSED TRANSFER OF DIRECT LABOUR ORGANISATION (DLO)

(This matter is the responsibility of Executive Councillor G Garner.)

1. Introduction

The origins of the existing DLO can be traced back to the 1974 Local Government, re-organisation when 4 councils were brought together to form TDBC.

Each constituent council had some element of construction DLO which was brought together into a single unit. The DLO continued in historical maintenance of Public Buildings, Parks, Library, Swimming Baths, Highways (roads and footpaths) within the excepted area and provides Refuse Collection and the Housing Maintenance Department.

In 1980/01 faced with the Government's CCT rules (Compulsive Competitive Tendering) and regulations the Deane DLO was created with a comprehensive work force covering all of the above construction/highways areas. Progressively over the last 25 years operations have altered to keep pace with numerous demands/changes.

2. Current Operations

Responsibilities of the Deane DLO Building Section (115 staff + contractors) included managing contracts for the General Building Maintenance (including Electrical Works), one off contracts for disabled facility grant works, aids and adaptations works, prevention planned maintenance contracts and extensions for increasing housing accommodation for the TDBC housing stock.

Within the general building maintenance contract are the authority's public buildings including council offices, public conveniences, parks and the crematorium. Furthermore an emergency call-out system is available 24 hours, 365 days a year for all genuine emergencies from housing customers and for local emergencies such as flooding, storm damage, frost damage, snow clearing etc.

In addition the team provide a responsive service and one off contracts to various housing associations within the area and carries out works for the Wellington Town Council, numerous parish councils and tender for larger contracts for the Somerset County Council (mainly schools).

The recently relocated repairs team not only receives and actions the repairs requests from our residents but they are also responsible for the placing of official orders /invoice payments and arranging any rechargeable accounts.

Please see Appendix 1A for staff structure and non-housing related work.

The proposal is for a 70/30% split is borne from the historical background of DLO functions including housing and non-housing works.

This is largely based on the current standard of works undertaken by the existing Housing Service. If the transfer was successful then the level of decent home standard adopted by Deane Housing will have a significant effect on the proposal for a 70/30 split.

- **70%** should transfer to Deane Housing;
- **30%** should remain with the Council (non-housing works).

3. PWC Report

In order for Deane Housing to register with the Housing Corporation, it will need to demonstrate that its business plan is sound. Historically the Housing Corporation has always expressed concerns about the potential negative impact on a new RSLs business plan, as a result of the transfer of a poorly performing DLO. PWC has carried out a desk top “healthcheck” of the organisation in order to highlight any issues of concern at this stage. Further work is needed to follow up the desk top review, including further financial analysis and process review.

PWC considered that the DLO appears to operating reasonably well within current acceptable “in-house” operating systems, but needs improvement in certain key areas of operational and financial performance. It is further considered that existing management of the DLO is capable of embracing the required changes, which are not considered to be fundamental, and of driving through a change in management programme within required timescales.

If the proposed changes are adopted PWC consider the DLO will give added value to the overall performance of Deane Housing.

Recommendation for change: -

The way forward (PWC 2006)

- Evaluate and review the future capabilities and operational parameters of the DLO and determine its future workload and development.
- Review levels of profitability and determine levels of central overheads currently charged to the DLO and levels that may be charged under the new landlord body.
- Continue to consolidate the existing Schedule of Rates (SoR) in line with the requirements of multi skill and cross skill working.
- Undertake a review of current performance levels achieved within the limitations of the current SoR.

- Establish robust mechanisms to maintain and improve individual performance levels following the introduction of Single Status Pay Agreements for trade operatives.
- Undertake a review of current operational working practices and consider increasing levels of empowerment to operatives to undertake additional jobs when working in properties.
- Review and evaluate materials procurement strategies and continue to develop new storage and distribution methods.
- Review current financial and non-financial management information systems with a view to rationalisation and clarity of information for future usage.
- Review current SoR with the aim of adjusting rates to reflect actual work undertaken, for example, out of hours call out working, abortive calls for appointments not kept by tenants and distant travel allowances.

4. Financial Implications of Proposed Split

The tenanted market value of the housing stock assumes that the elements of the building services DLO that work on the Council's housing stock will transfer to Deane Housing. This would give Deane Housing an in house DLO, which means, it would save VAT on all labour costs relating to the repairs carried out by the in house team. This VAT saving contributes around £3.5m to the current valuation. If Deane Housing does not have an in house team, the valuation would reduce as a result of the additional VAT payable on an external contract.

If the 70/30% split is agreed further work is needed to consider the financial implications both for the section transferring to Deane Housing, and the section to be retained by the Council. The financial implications are needed to consider the issues around staffing, use of Depot, division of services and service level agreements between the Council and Deane Housing post transfer. The Council will need to identify any diseconomies of scale that may result from the split which could add costs, either to the Council's retained services, or to Deane Housing and therefore reduce the valuation. The Council will need to carry out more work on the future of the staff remaining with the Council in the event of a "yes" ballot with other implications involving ISiS, job evaluation and any white paper on local government reorganisation.

5. Recommendation

The recommendations listed above apply equally if the DLO transferred to Deane Housing or remains within the overall structure of the Council.

It is therefore recommended that the housing related works representing 70% of the DLO functions should be transferred to Deane Housing embracing the recommended changes for the way forward in order to provide the continued level of Decent Homes Standards adopted by the Council at present.

APPENDIX A



Works carried out currently by the Building DLO which are not Housing (TDBC) related:

TDBC Public Buildings, including

The Deane House (including IT works to satellite locations)

The Priory Depot

The Municipal Buildings

The Crematorium and Cemeteries (Taunton and Rockwell Green)

Playing Fields and Recreation Grounds Pavilions, shelters, toilets, seats, etc

Priory Fields Industrial Units

Wellington Trading Estate

Public Conveniences Taunton, Wellington, Wiveliscombe, Bishops Lydeard, Milverton,

Leisure Facilities Blackbrook Pavilion, Wellsprings Sports Centre, Wellington Sports Centre, Swimming Pools, etc.

Elections both local and general

Mayor Making

Christmas Illuminations

Offices and Museum (former Squirrel Court, Wellington)

Signage various, No Drinking, No Dog Fouling, etc.

Car Parks

Allotments

Disabled Facility Grant Work for Housing Associations / Private properties

On demand responsive repair work for Housing Associations

Somerset County Council (schools)

Various private works including The Market, Brewhouse Theatre, Churches, Doctor Surgeries, Women's Refuse, Taunton Bus Station,

Parish Councils various (seats / notice boards, etc.)

Street Nameplates

Bus Shelters

Highway Seating general locations

Electrical works to pumping stations (Poole Refuse Site, Knightstone Hsg, etc.)

Works for Building Control Section on private properties requiring immediate action, assistance at the Building Control Seminars

Various Corporate activities storage, transportation and erection of Tourism tent, assistance with Taunton Flower Show, Taunton Carnival, Taunton Marathon, Wellington Carnival, Wellington Street Fayre, Carol Concert, erection of Bunting / Shields / Flags for Twinning visits / Royal Visits, occasions, etc.

Disabled road markings to highways

Banner erection at Castle Bow

TAUNTON DEANE BOROUGH COUNCIL

SPECIAL HOUSING REVIEW PANEL - 21 JUNE 2006

REPORT OF THE HEAD OF HOUSING (HOUSING TRANSFER CONSULTATION CO-ORDINATOR) AND HOUSING ACCOUNTANT

PROPOSED RETENTION HRA CAPITAL PROGRAMME 2007/08 to 2010/11

(This matter is the responsibility of Executive Councillor G Garner.)

1. Introduction

During the Stock Options Appraisal Process the Council's advisors, PriceWaterhouseCoopers, reported that if the housing stock was retained the Council could not afford to maintain the stock to the requirements of the Government's Decent Homes Standard.

At that time they were forecasting a deficit in funding of around £2.4m per year for the period to the 31st December 2010.

This report looks at how the Council could deliver a housing capital programme that would meet the decent homes standards within the available resources and to what extent changes within the service would be made.

2. Budget Position

Following on from the stock options work, the Housing Asset Manager has been working on the production of a capital work programme that he believes will meet the requirements of the decent homes standards. This has been produced through careful analysis of the minimum standard identified by the stock condition survey commissioned by the Council and completed in the autumn of 2005.

This revised programme makes a number of assumptions regarding the works identified by Savills as being necessary, principally around the question of whether the items are funded by the Council's capital programme or whether they can be met through existing revenue account forecasts.

The Housing Asset Manager has discussed his capital programme with Savills and they have agreed with the principal assumptions made.

Using the figures produced by the Housing Asset Manager, the capital funding gap has been re-calculated and this is forecast to be an average of £1.85m per year for the four years from 2007/08 to 2010/11. Detail supporting this has been included as Appendix A.

3. How the Housing Service Would Look

Following on from work undertaken by the Housing Asset Manager, the Housing Management Team has had various meetings and discussions identifying how this budget gap of £1.85m can be closed. It should be noted that at present these figures include no provision for the Job Evaluation exercise.

A number of ideas have been identified and these are outlined within Appendix B attached.

Some of the key areas identified by this work are as follows:

- Changing the external painting cycle from 5-yearly to 7-yearly could save £200k per year
- A reduction in the standard of re-let decorations and the introduction of a voucher for general needs tenants could save £200k per year
- A change in the housing management structure and a reduction in the number of managers could save £100k per year
- The working balance is currently approximately £600k over the minimum amount recommended by the Audit Commission. The Council could choose to use £150k of this per year over the four-year period
- A reduction in the amount of recharges from valuation following the deletion of two posts (following retirement) could save £70k per year

After taking into account these issues there will still be a shortfall of some £400k. Further discussions have taken place and a number of further suggestions have been made. Whilst these have yet to be accurately quantified some figures have been included for guidance on Appendix B. These include:

- The lease of part of the depot as commercial land. The valuer is currently working on a figure for expected annual income but at present a value of £50k per year has been included. It should be noted that this is very much an estimate. We also need to consider the implications of this alongside the current DLO review that is being undertaken.
- Increasing the garage rents by 10% in year one would result in increased income of around £30k per year
- Discussions have been had around any reductions in staffing levels within units that charge directly to the HRA, particularly around the following areas:
 - Two FTEs within the housing performance/compliance team
 - One post within the homelessness team that is currently being charged to the HRA
 - Savings to be identified within the Housing Operations Unit.These reductions could save £180k per year
- Further reductions in the re-lets budget have been suggested that could raise another £100k per year
- Further reductions within other teams around the council that are currently funded by the HRA. As yet these have not been quantified.

Discussions are currently ongoing around these areas. It should be noted however that these savings do not total the required £1.85m. We propose this £460,000 shortfall be found by reorganising the Decent Homes work.

4. General Fund Housing

It should be noted that a draft forecast General Fund Housing capital programme has also been completed.

The resources available to fund spending in this area are principally:

- Grants from central government to fund disabled facilities grants
- Supported borrowing
- Receipts from Right to Buy sales of the council stock

It should be noted that the predicted total capital resources available for each of the next four years averages £1.2m per year. Of this, £210k is ring-fenced for Disabled Facilities Grants, leaving approximately £1m to fund both Private Sector Renewal Grants (PSRGs) and grants to Registered Social Landlords (RSLs). These figures are very much dependant upon the level of Right to Buy sales, which have significantly dropped in recent years.

It is believed that we need at least £850k to fund grants to RSLs, and a much-reduced budget for PSRGs for 2006/07 is £335k. In addition the DFG budget for the current year is £350k.

This means that the General Fund Housing Capital programme would be short of resources by some £335k per year.

The Council therefore needs to ensure that it can set a General Fund capital budget that meets both the resources available and it's resources.

5. Recommendation

That the Council should in the event of a "no" vote, accept the officers' financial advice to ensure we meet the "decent homes" standard by 2010 at the cost of the reductions to services and posts as outlined. Posts and services are not finalised and may be altered to ensure the financial targets are met.

TAUNTON DEANE BOROUGH COUNCIL

APPENDIX A

STOCK RETENTION CAPITAL SHORTFALL

	2006/07	2007/08	2008/09	2009/10	2010/11
CAPITAL PROGRAMME	4,786,143	4,983,190	5,180,559	5,388,552	5,606,953
ADD FEES AT 6%	5,073,312	5,282,181	5,491,393	5,711,865	5,943,370
RESOURCES:	3,942,000				
MRA		3,557,527	3,634,587	3,714,495	3,797,374
RCCO	- 248,710	392,403	505,006	436,053	365,234
TOTAL RESOURCES	3,693,290	3,949,930	4,139,593	4,150,548	4,162,608
SHORTFALL	1,380,022	1,332,251	1,351,800	1,561,317	1,780,762
TOTAL SHORTFALL	7,406,152				
OVER FOUR YEARS	1,851,538				

CONFIDENTIAL**CLOSING THE CAPITAL BUDGET GAP****APPENDIX B**

AREA	ITEM	SAVING
REPAIRS	CHANGE PAINTING CYCLE FROM 5 YEARS TO 7 YEARS	200,000
REPAIRS	REDUCTION IN RE-LET BUDGET. INTRODUCTION OF A NEW STANDARD FOR RE-LETS	200,000
OPERATIONS	REDUCTION IN THE TENANTS PARTICIPATION TEAM OF ONE FTE	21,000
OPERATIONS	ALL NEW TENANTS CHARGED WITH FORMULA RENT ON COMMENCEMENT OF TENANCY	80,000
OPERATIONS	CHARGE DEANE HELPLINE WITH COMMERCIAL RENT	3,000
MANAGEMENT	REDUCTION IN HOUSING MANAGEMENT STRUCTURE	100,000
MANAGEMENT	REDUCTION IN/REMOVAL OF MANAGEMENT CONTINGENCY BUDGETS	150,000
MANAGEMENT	USE OF WORKING BALANCE	150,000
ELDERLY SERVICES	REDUCTIONS IN MINOR MISCELLANEOUS BUDGETS	8,000
RECHARGES	REDUCTION IN RECHARGES FROM VALUATION FOLLOWING TWO RETIREMENTS	70,000
		982,000
BUDGET GAP		1,851,000
REVISED SHORTFALL		869,000
OTHER ISSUES DISCUSSED:		
	SALE/LEASE OF DEPOT	50,000 ESTIMATED - GENERAL FUND
	GARAGE RENT INCREASES 10% ABOVE INFLATION IN YEAR 1	30,000
	PERFORMANCE/COMPLIANCE TEAM	74,000 TWO FTES
	HOUSING OPTIONS TEAM	26,000 ONE FTE
	SAVINGS FROM HOUSING OPERATIONS UNIT	80,000
	REDUCTION IN OTHER STAFF AREAS (REDUCTION IN RECHARGES)	25,000
	FURTHER REDUCTION IN RE-LETS MAINT	100,000
	INCREASING CHARGES FOR SEWAGE TREATMENT WORKS	19,000
	ASSET MANAGEMENT CHARGING FOR INFORMATION	5,000
	SHORTFALL REMAINING	460,000

TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 21st JUNE 2006

REPORT OF THE PRINCIPAL ACCOUNTANT

This matter is the responsibility of Executive Councillor Williams (Leader of the Council)

TREASURY MANAGEMENT OUTTURN 2005/06 & 2006/07 UPDATE

EXECUTIVE SUMMARY

- Debt position remains relatively benign in respect of cost and repayment profile.
- Interest rates static but expectation for future upward trend.
- Debt costs and investment income show positive variances for 05/06.
- Borrowing strategy remains unchanged as review shows no revenue benefit of restructure, however with Taunton Vision and Housing Transfer on the horizon; this will be kept under review.

1. Purpose Of The Report

- 1.1 To update the Executive on the outturn position for treasury management activities for 2005/06, and the current position to date for the financial year 2006/07 on treasury management issues.

FINAL FIGURES 2005/06

2. External Debt

- 2.1 The Analysis of debt for the year ending 31st March 2006 is as follows:

	£'000
Total debt outstanding 1.4.2005	19,616
Long term loans repaid during year	(1,513)
New loans taken out during year	1,000
Total debt outstanding 31.3.2006	19,103

- 2.2 Analysis of the Councils' Loan Debt: -

31 st March 2005 £'000		31 st March 2006 £'000
19,531	Public Works Loan Board	18,020
78	SCC Annuity Loans	76
7	Parish Council / Local Trust Loans / Local Market Bonds	7
	Temporary Market Loan	1,000
19,616		19,103

- 2.3 External borrowing was reduced over the year with the repayment of loans at maturity with the PWLB. The effect of this has been masked somewhat by the need to borrow temporarily during March, in order to cover a short term cash deficit. This temporary borrowing was repaid during April.

3. Interest Rates

- 3.1 As reported in the January update, the Bank of England has decreased interest rates only once in the last financial year, from 4.75% to 4.5%, in August 2005. However, counter to the opinion expressed at that time, our advisers now believe that there will be no further reductions and that movement will be upward during 2006/07.

4. Borrowing Transactions

- 4.1 £1m was borrowed temporarily during March 06 to cover a cash deficit at that time, common due to the 'drying up' of Council Tax payments etc at this time of year. The advent of the new financial year brought in more cash receipts of this type and the debt was repaid in April.
- 4.2 The average consolidated rate of interest on the total portfolio for 2005/06 was 5.75% (5.91% in 2004/05). This is due to maturing loans, taken on at a time of higher rates than the current average.

5. Investment Transactions

- 5.1 Temporary surpluses in cash flow, as well as cash reserves, can be invested for periods of up to 2 years. Through this, the Council can use these investment returns to reduce the cost of services to the taxpayer. The level of investments outstanding at 31/03/06 was £14.64m (£16.14m in 2005). The detail of the outstanding investments can be found in Appendix A.
- 5.2 The average rate of interest achieved when investing surplus funds during 2005/06 was 4.50% - 5.4% (4.18% - 5.4% 2004/05).
- 5.3 Interest earned on these investments amounted to just over £961,000 (£930,000 04/05) of which approximately £762,000 (£705,000 04/05) was allocated to the General Fund. Every effort is undertaken to maximise these returns and officers will continue to monitor rates in conjunction with our advisors, Sector, and seek to make positive investment decisions, seizing upon opportunities as they arise.

6. Prudential Indicators

- 6.1 Details of the Prudential Indicators can be found in Appendix B.

THE CURRENT YEAR

7. Outlook for Interest Rates

- 7.1 As noted above in 3.1, opinion has shifted, with no further expectations of reductions in base rate in the short and medium term future. This should assist in meeting budgeted targets for investment returns and may even produce enhanced returns. Any expectation for the latter will be reported through quarterly budget monitoring.

8. Borrowing Strategy

- 8.1 Two reviews have been undertaken as to the potential benefit of restructuring our debt portfolio and / or externalising our debt, both of which would produce no revenue benefits and therefore not acted upon. Ongoing monitoring of the market and interest rates ensure that any changes are considered and potential for benefits are not missed. This approach ensures that TDBC can remain flexible in light of the massive impact of the Taunton Vision and Housing Transfer will have in this area until certainty over value and timings of sums involved become known.

9. Public Works Loan Board

- 9.1 Loans to the value of approximately £10k will be repaid to the PWLB during 2006/07.

10. Investment Transactions

- 10.1 As at 7th June 2006 sums totalling £21.49m were invested as set out in Appendix C.
- 10.2 The average rate of interest achieved when investing surplus funds during 2006/07 to date ranges from 4.14 to 5.15%. This income source is on target to achieve budgeted levels.

11. Effect on Corporate Priorities

- 11.1 Treasury Management impacts on all aspects of the Council's revenue and capital finances and therefore affects all Corporate Priorities.

12. Recommendation

- 12.1 The Executive is requested to note the treasury management outturn for 2005/06, and the position to date for 2006/07.

Background Papers:

Treasury Management Update 2005/06, Executive 11th January 2006.

Treasury Management & Investments Strategy 2006/07, Executive 8th March 2006.

Contact Officers

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Appendix A

Investments Outstanding At 31st March 2006 (In Maturity Order)

Borrower	Amount £	Rate of Interest %	Date of Investment	Date of Maturity
Building Societies				
Cheshire	1,000,000	5.2700%	15-Apr-05	13-Apr-06
Leeds	1,000,000	4.5400%	16-Jan-06	18-Apr-06
Portman	1,000,000	4.5000%	15-Mar-06	18-Apr-06
Derbyshire	1,000,000	4.5100%	3-Mar-06	3-May-06
Stroud & Swindon	1,000,000	5.4000%	9-May-05	8-May-06
West Bromwich	1,000,000	4.5200%	28-Feb-06	19-May-06
Coventry	1,000,000	4.5100%	23-Mar-06	23-May-06
Scarborough	1,000,000	4.5200%	1-Mar-06	1-Jun-06
Stroud & Swindon	1,000,000	4.5200%	17-Mar-06	19-Jun-06
Yorkshire	1,000,000	4.6000%	31-Mar-06	29-Sep-06
Leeds	1,000,000	4.5800%	17-Mar-06	18-Dec-06
Norwich & Peterborough	1,000,000	4.6150%	17-Mar-06	16-Mar-07
Yorkshire	1,000,000	4.7000%	31-Mar-06	30-Mar-07
Other Institutions				
Bank of Scotland Base Plus Account	1,000,000	Variable	N/A	On Demand
Abbey National plc Business Reserve	10,000	Variable	N/A	On Demand
Royal Bank of Scotland Treasury Fund	780,000	Variable	N/A	On Demand
TOTAL	14,790,000			

Appendix B

PRUDENTIAL INDICATOR	2004/05 £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000	2008/09 £'000
	actual	out-turn	estimate	estimate	estimate
Capital Expenditure					
General Fund	£3,404,088	£4,196,369	£11,813,143	£1,839,500	£1,710,500
HRA	£5,568,192	£4,991,450	£4,472,000	£4,472,000	£4,472,000
TOTAL	£8,972,280	£9,187,819	£16,285,143	£6,311,500	£6,182,500
Ratio of financing costs to net revenue stream					
General Fund	-7.64%	-0.03%	1.09%	1.37%	1.97%
HRA	5.55%	5.00%	4.00%	3.31%	3.04%
Net borrowing requirement					
brought forward 1 April	£8,692,159	£5,029,550	£2,020,166	£2,010,166	£2,000,166
Carried forward 31 March	£5,029,550	£2,020,166	£2,010,166	£2,000,166	£1,990,166
in year borrowing requirement	-£3,662,609	-£3,009,384	-£10,000	-£10,000	-£10,000
Capital Financing Requirement as at 31 March					
General Fund	£5,808,354	£6,602,549	£7,375,173	£8,117,844	£8,859,844
HRA	£14,291,342	£14,291,342	£14,291,342	£14,291,342	£14,291,342
TOTAL	£20,099,696	£20,893,891	£21,666,515	£22,409,186	£23,511,186
Incremental impact of capital investment decisions	£ p	£ p	£ p	£ p	£ p
Increase in council tax (band D)	1.04	1.18	1.37	1.80	2.70
Authorised limit for external debt -					
TOTAL	£40,000,000	£40,000,000	£40,000,000	£40,000,000	£40,000,000
Operational boundary for external debt -					
TOTAL	£30,000,000	£30,000,000	£30,000,000	£30,000,000	£30,000,000
Upper limit for fixed interest rate exposure					
Net interest re fixed rate borrowing/ investments	100%	100%	100%	100%	100%
Upper limit for variable rate exposure					
Net interest re variable rate borrowing/ investments	50%	50%	50%	50%	50%
Upper limit for total principal sums invested for over 364 days (per maturity date)					
	£2m or 20%	£2m or 20%	£2m or 20%	£2m or 20%	£2m or 20%

Appendix C

Investments Outstanding At 8th June 2006 (In Maturity Order)

Borrower	Amount £	Rate of Interest %	Date of Investment	Date of Maturity
Building Societies				
Stroud & Swindon	1,000,000	4.5200%	17-Mar-06	19-Jun-06
West Bromwich	1,000,000	4.5600%	25-Apr-06	22-Jun-06
Coventry	1,000,000	4.5300%	13-Apr-06	29-Jun-06
Leeds	1,000,000	4.5700%	18-Apr-06	18-Jul-06
Chelsea	1,000,000	4.6200%	4-May-06	20-Jul-06
Derbyshire	1,000,000	4.6200%	11-May-06	24-Jul-06
Portman	1,000,000	4.6000%	28-Apr-06	31-Jul-06
Derbyshire	1,000,000	4.6400%	15-May-06	3-Aug-06
Scarborough	1,000,000	4.6500%	1-Jun-06	22-Aug-06
Stroud & Swindon	1,000,000	4.6500%	1-Jun-06	22-Aug-06
West Bromwich	1,000,000	4.6600%	1-Jun-06	18-Sep-06
Yorkshire	1,000,000	4.6000%	31-Mar-06	29-Sep-06
Cheshire	1,000,000	4.6700%	28-Apr-06	31-Oct-06
Leeds	1,000,000	4.5800%	17-Mar-06	18-Dec-06
Cheshire	1,000,000	4.6500%	5-Apr-06	5-Jan-07
Norwich & Peterborough	1,000,000	4.6150%	17-Mar-06	16-Mar-07
Yorkshire	1,000,000	4.7000%	31-Mar-06	30-Mar-07
Other Institutions				
Abbey National Business Reserve	2,000,000	Variable	N/A	On Demand
Royal Bank of Scotland Treasury Fund	1,490,000	Variable	N/A	On Demand
Bank of Scotland Base Plus Account	1,000,000	Variable	N/A	On Demand
TOTAL	21,490,000			

TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 21st JUNE 2006

REPORT OF THE SCRUTINY AND PERFORMANCE MANAGER
(This matter is the responsibility of Executive Councillor Lewin-Harris)

APPROVAL OF ANNUAL REPORT 2006/07

Executive Summary

The Council is required to produce an Annual Report (or 'Performance Plan'), which must be published by 30th June. Its purpose is to "articulate proposals for improvement for the coming year, including how weaknesses will be addressed, opportunities exploited and better outcomes delivered." We are also required to include outturn data and targets for BVPIs, progress against past objectives and statutory statements on workforce matters.

The audience of the Annual Report is the authority itself (councillors, managers and staff), key partners, the government and the general public.

We have decided this year to publish a more accessible 'Annual Report' which will link to an appendix of performance indicators and the previously published Corporate Strategy 2006-09.

The Review Board scrutinised the Annual Report and recommended approval at their meeting of 8th June 2006.

The Executive is requested to recommend approval to Full Council.

1. Purpose

- 1.1 To comment on the draft contents of the Council's Annual Report 2006/07.
- 1.2 To note that further work will be required prior to publication by 30th June 2006.

2. Background

- 2.1 It has been a requirement for councils to produce an Annual Report / Performance Plan since April 2000, in accordance with Part 1 of the Local Government Act 1999: Best Value and Performance Improvement. The legislation provides guidelines on the content, which is revised frequently by Government.
- 2.2 The latest guidance reaffirms that the Annual Report and the Corporate Strategy should become the focus of authorities improvement planning, by articulating priorities for improvement, including how weaknesses will

be addressed, opportunities exploited and better outcomes delivered for local people. It should set targets for improved future performance.

- 2.3 The Government has implemented a differentiated approach that reflects CPA categorisation. For authorities ranked as Excellent or Good, such as our own, the Government has reduced its requirements further. We have taken this into account in producing this year's Annual Report.
- 2.4 The main audience of the Annual Report is officers, members, groups and organisations with an interest in the authority, the regulatory bodies and central government. The Annual Report is still required to be available and accessible to the public, and one of the Audit Commissions criticisms from last years publication was that it needed to be more readable. The publication deadline is 30th June each year.
- 2.5 The Annual Report will link to the Corporate Strategy 2006-09 describing our aims for the next three years. A separate appendix contains all our performance indicator results for 2005/06 and our targets. **(Appendix 1)**

3. Timetable

- 3.1 Members should note that the Annual Report is still draft, with some information and data still outstanding. The report has been circulated to CMT members for comment, prior to formal CMT review on 12th June. The report also went to Review Board for scrutiny on 8th June. We have passed the report to our local Audit Commission inspector for comment prior to publication. The Annual Report and Performance Indicators will be audited separately by the Audit Commission later in the year.
- 3.2 As in previous years, Full Council will be asked to give retrospective approval after 30th June publication deadline.

4. Effect on Corporate Priorities

- 4.1 The Annual Report makes us accountable for our past performance against previously published objectives and targets against our corporate priorities. It also focuses on future objectives, clearly laying out our plans and targets for future performance. In effect, the Annual Report is the measure of success against our corporate priorities.

7. Recommendation

- 7.1 Members are asked to recommend approval of the Performance Plan to Full Council.

Contact Officer:

Simon Lewis

Scrutiny and Performance Manager

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Taunton Deane Borough Council Annual Report 2006/07

1. Cover – To include TD logo (top right) and Excellent Council logo and IIP logo

2. Contact details and Equalities Statements (as currently on back page).

Add: Simon Lewis name and contact details (telephone no and email)

3. Contents (Note document needs page numbering)

CONTENTS	Page
FOREWORD	X
VISION, BUSINESS PRINCIPLES AND CORE VALUES	X
TAUNTON DEANE IN BRIEF	X
TAUNTON DEANE - A YEAR IN VIEW	X
PROGRESS AGAINST LAST YEARS PROMISES	X
SUMMARY PERFORMANCE	X
HOW WE MANAGE PERFORMANCE	X
KEY PLANS FOR 2006/07	X
HOW WE WILL ADDRESS OUR WEAKNESSES	X
STATEMENT ON CONTRACTS	X
GLOSSARY	X

Foreword

I am delighted to present this Annual Report to you. It demonstrates the achievements the Council has made against the communities priorities and our aims for the future. Highlights from the past year include the creation of the Taunton Vision Delivery team which has taken forward the regeneration of Taunton. We've also made transport improvements and lobbied successfully for funding for major transport schemes needed to support Taunton Deane's future. Crime levels are reducing. We have been independently recognised as an Excellent Council and were recently judged to be continuing to deliver high quality, value for money services.

We have issues we still need to work hard on. Lack of affordable housing remains a problem which we need to address and we still need to further reduce staff sickness levels.

We have ambitions for Taunton Deane the place and for Taunton Deane Borough Council the organisation. An excellent organisation will deliver your ambitions for your area and will not take its eye off the importance of delivering quality, good value services.

Include photo of Penny James and Cllr J Williams (as per the Corporate Strategy)

4. Our Vision (as current), plus an extra page showing Business Principles and Core Values:

OUR BUSINESS PRINCIPLES

We have established four essential principles to support our Vision and help make it happen:

Excellent services – ensuring the delivery of accessible, high quality services that provide good value for money.

Customer driven – putting the needs of individual customers at the heart of all that we do.

Local focus – making a positive difference to quality of life in communities across Taunton Deane

A dynamic organisation – innovative, forward-looking and focused on results

CORE VALUES

We have developed a set of Core Values with our staff and Councillors. These reflect our fundamental beliefs as an organisation and will guide how we deal with our staff, customers and partners. Our Core Values are:

Integrity – we will be honest, do what is right and stick to it.

Fairness – we will consistently treat everyone equally, respecting their individual needs and abilities

Respect – we will always show respect for everyone

Trust – we will show trust and confidence in our staff and members

5. Taunton Deane in Brief

Size:	462 square kilometres
Population:	106,000
Households:	46,859
Main Settlements:	Taunton, Wellington, Bishops Lydeard, Wiveliscombe
Main Employment:	Wholesale/Retail; Health & Social Work; Real Estate/Renting; Public Services; Education; Manufacturing
Number of Businesses:	5,000
Unemployment:	2.0%
Ethnic Minorities:	1.6%
Deprivation Ranking:	188 th out of 354 districts. Four wards are ranked in the worst 25% nationally

Taunton Deane is situated in an outstanding landscape of natural beauty, extending from the Somerset Levels along the River Tone, with the Quantock hills to the North and the Blackdowns to the South. It is well served by road and rail links to Bristol, Exeter and London, having the M5, A38, A303 and rail links within easy reach.

Taunton Deane is predominantly a rural borough, with the main centres of population being Taunton and Wellington and with a number of smaller towns and villages. The borough is generally prosperous, with relatively low levels of crime and unemployment. However, the area does suffer from lower rates of pay and relatively high house prices. Deprivation is not prevalent, however there are significant pockets of greater need in parts of Taunton.

Some of the challenges that face Taunton Deane include:

- a shortage of affordable housing (we have a very challenging target of enabling 546 affordable dwellings per annum)
- Significant planned growth in the District that reflects the strategic importance of Taunton and the borough. The Vision for Taunton will involve major regeneration of the town between now and 2020. Furthermore, the Regional Spatial Strategy has identified 17,300 new homes to be built in the district over the next twenty years.
- an ageing population, with an anticipated decrease in 35-39 year olds and a significant increase in the over 65s age-group over the next few years
- anticipated increases in traffic congestion especially in the main towns
- Some deprived wards, including four that are classed as being in the worst 25% deprived in the country

Taunton is the county town of Somerset, with a colourful history dating back over 1,100 years. Main attractions and landmarks include the Castle, the Taunton Museum, Vivary Park, the Somerset County Cricket Club, the Brewhouse Theatre, Hestercombe House and Gardens and a vibrant shopping centre and late night economy. The town is also famed for the river Tone that flows through its centre, its award winning parks and the numerous church spires that can be seen from all corners of the town. Out of town shopping and entertainment is found at Hankridge Farm, with Ten Pin Bowling, cinema and restaurants among the attractions.

Wellington is situated 7 miles from Taunton and is immediately identifiable by its towering monument visible from miles around commemorating the Duke of Wellington. The town also enjoys an award winning park, this time Edwardian, and has been recognized nationally as one of the country's top ten urban parks. The town centre is smaller than Taunton's and much of the local employment is based around agriculture and factory based units.

Bishops Lydeard is a rural centre five miles from Taunton with a good range of shops and facilities, including a village hall and a church centre that are well used by the local community. It is the home of the West Somerset Railway, a major tourist attraction which runs steam trains on the beautiful railway line to Minehead. Bishops Lydeard also has a Mill with a water wheel that has been painstakingly restored as a further tourist attraction.

Wiveliscombe is a thriving community with societies and clubs to cater for all tastes, from sports to cinema and everything in between. Wiveliscombe is known for its artistic and creative side and hosts the annual Ten Parishes Art Festival. Economically, there is an abattoir and two very popular breweries producing local ales (Cotleigh and Exmoor Ales.)

Further information on Taunton Deane can be found by calling the Council's Tourism Section on 01823 356488 or visiting the Council's website at www.tauntondeane.gov.uk

6. Progress against last year's promises

Last year's Performance Plan set out our planned improvements over the three years 2005-2008 under each of our six Corporate Aims. Here we report progress against all 24 planned improvements and it is pleasing to report that we have fully progressed as planned against 19 of these objectives, with some progress being made against the other five.

Last year's Performance Plan is available to view at:

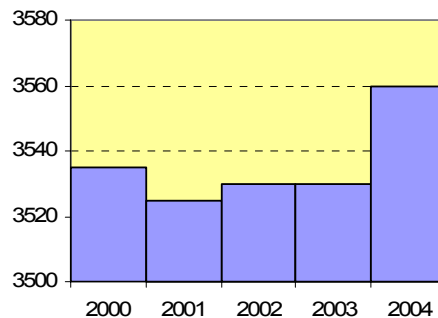
<http://www.tauntondeane.gov.uk/tdbc/sites/polperf/forms.asp>

Corporate Aim – Economy

Regenerating Taunton and strengthening the economy of the Borough

Snapshot of the local economy:

Employment Structure %	Taunton Deane	Somerset	South West	GB/UK
Wholesale/retail trade; repair etc	19.3	20.9	19.3	17.9
Health + social work	18.4	12.9	12.0	11.4
Real estate, renting, business activities	14.1	13.7	13.3	15.6
Public Admin/defence; social services	9.5	5.2	5.7	5.4
Education	9.5	9.3	9.4	9.0
Manufacturing	9.4	17.6	12.5	12.6
Top 6 employment sectors				
Source: ONS 2003				



New VAT registrations in Taunton Deane
Source: ONS

Taunton Deane	£360
Somerset	£351
South West	£378
Great Britain	£424
Average gross weekly pay (2005)	
Source: Local Futures	

Improvements On Course

- Develop key sites to bring about the Vision for Taunton
- Ensure the wider community realise the social benefits of the Vision for Taunton by incorporating them into the second community strategy
- Publicise and promote the Vision for Taunton and the borough locally, regionally, nationally and internationally
- Encourage businesses to start up and grow in Taunton Deane

Improvements that have fallen behind the original timetable

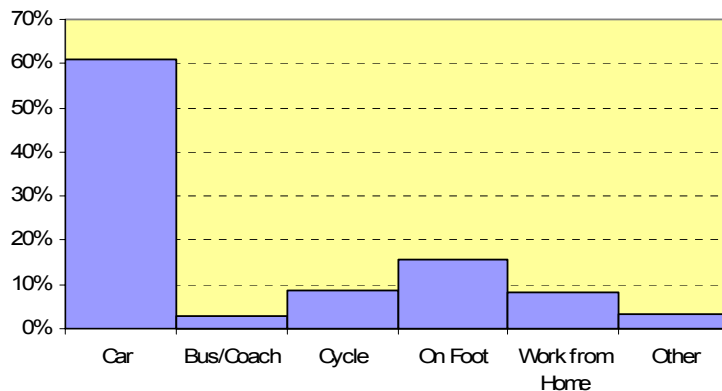
- Develop the Planning Framework to deliver the Vision for Taunton
- Target resources to areas of greatest need in the Borough by establishing strategies for North Taunton and Taunton East

Other Specific Achievements

- The Council has supported and helped fund the creation of the Vision Delivery Team, securing £1.8m over three years to take forward the Vision for Taunton.
- The Council provided business support funding to more than thirty businesses. We also provided advice, guidance and support to hundreds of local businesses including farming and agricultural businesses, rural community organisations and other local businesses. Our Environmental Health Section provided support and advice on Food Safety, Licensing and Health and Safety.
- The Taunton Tourist Information Centre (TIC) is now managed by the Council. It recently won the National Express agent of the year award and also generated £30,000 of bookings for local accommodation last year through its accommodation booking line.
- There have been improvements to the occupancy levels of shopping units and the signage of the Cornhill area of Wellington. We will continue to monitor the situation and seek to identify a plan for the physical improvement of the area by May 2007.

Corporate Aim – Transport Minimising the growth in traffic congestion

Snapshot of Transport:



The percentage of resident population who travel to work in Taunton
Source: 2001 Census

The share of people using public transport is well below the national average (3.2% against 14.8%), while proportionately more people travel to work by car (63.6% versus 61.2% nationally)

Improvements On Course

- Lobby and work with others to ensure the strategic transport investment necessary to fulfil Taunton's role as a 'Strategically Significant Town'
- Reduce the growth of traffic congestion in Taunton through completing the North West Taunton Package, reviewing our Car Park Strategy and lobbying for completion of the Sustrans cycle route
- Improve the choice and availability of accessible public transport options, particularly for rural and disadvantaged people

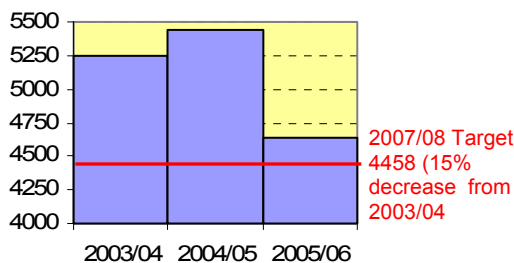
Other specific achievements:

- In partnership with Somerset County Council (SCC), we have launched the North West Taunton Package – the Silk Mills Bridge, Park and Ride Scheme and associated bus lane and bus gate
- Worked in partnership with SCC to submit the Local Transport Plan 2006-2011, detailing our transport strategy for Somerset. This includes agreement for two major scheme bids 'The Northern Inner Distribution Road' (NIDR) and the 'Third-Way', which will alleviate traffic congestion in Taunton and enable the regeneration of Firepool and Tangier, both key sites for the Vision for Taunton.
- Ensured that the three key transport proposals for Taunton Deane, the dualling of the A358, the NIDR and Third-Way have been recognised by the Regional Assembly and included in the Regional Spatial Strategy 2006-2026.
- Worked closely with the Vision Partnership, resulting in a draft Car Park Strategy outlining a series of action plans to develop the provision of appropriate multi-storey car parking for Taunton to underpin the Vision for Taunton.

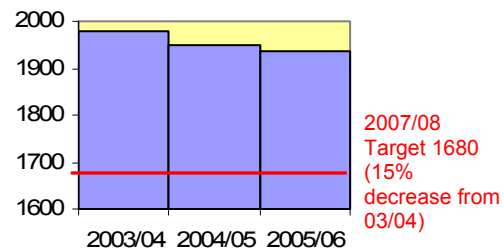
Corporate Aim – Crime

Promoting safer communities and tackling anti-social behaviour

Snapshot of Crime



Overall Crime incidents (basket of crime)
Source: Home Office



Antisocial Behaviour incidents
Source: Home Office

Improvements On Course

- Identify, measure and reduce anti-social behaviour in our communities
- Use our influence in all that we do to reduce crime and disorder

Other specific achievements:

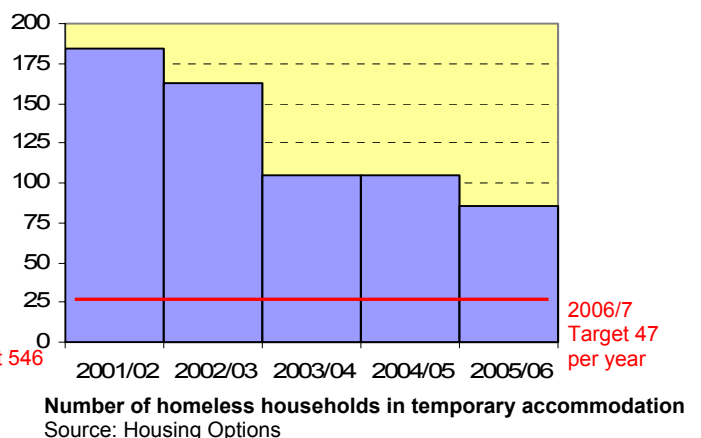
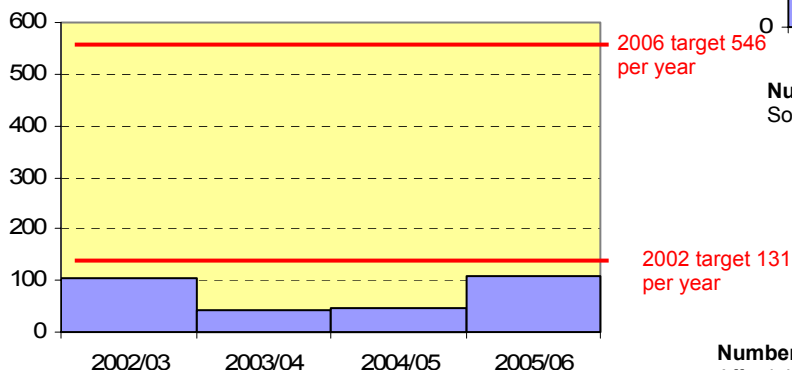
- Successfully introduced relocatable CCTV for use at trouble spots within the Deane
- Further expanded Vibe Sport, a diversionary programme for young people at Wellsprings Sports Centre, to Blackbrook Pavilion Sports Centre. The two sports centres ran 61 sessions in 2005/06, with a total of 1,315 attendances by young people
- Introduced the 'Drink Safe, Be Safe' scheme to pubs to promote safety, this included a national campaign to introduce plastic glasses into pubs
- Continued to promote the 'three strikes initiative' across Taunton to impact on alcohol related convictions
- Successfully implemented the Licensing Act with tighter conditions of entry to pubs and clubs to reduce the possibility of alcohol related disorder. We were one of only a few councils that achieved 100% implementation inside the government target date.
- We have supported ten Local Action Teams (LATs) in Taunton Deane, these are self-help community groups that tackle anti-social behaviour in their neighbourhoods. One of the successes from this has been a new Mobile Youth Shelter.
- Contributed funding to the Home Improvement Agency to launch the Handyman Scheme. Key aims of this scheme include making properties safer for vulnerable people

Corporate Aim – Healthy Living

Promoting healthy and sustainable communities

Snapshot of Healthy Living

Taunton Deane	£201,963
Somerset	£191,622
South West	£202,248
Great Britain	£196,676
House Prices: July to Sept 2005.	
Source: Local Futures	



Number of units of affordable housing completed
 Affordable housing: includes social rented and subsidised housing
 Source: Housing Strategy Section

Improvements On Course

- Meet the requirements of those with greatest housing need by carrying out a Housing Needs Survey, enabling the building of social housing units and preventing homelessness. Our previous target for affordable housing was 197 dwellings per annum, however the Housing Needs Survey has identified that we should now be enabling the building of 546 affordable housing units per annum
- Contribute to the physical and mental health and well-being of our residents, by promoting physical activity in the borough, working with key partners. This includes the opening of play and hard court areas at Victoria Park and of a Multi-Use Games Area at North Curry. The extension of Taunton Tennis Centre is currently in progress.
- Improve the health and well-being of our staff

Improvements that have fallen behind the original timescale

- Support the health needs of vulnerable people through advice, grants and loans on home energy, maintenance and independent living. This includes a Private Sector Stock Condition Survey, the operation of a new Home Improvement Agency and a campaign to reduce fuel poverty.

Other Specific Achievements

- Last year we spent £4m renovating and improving council homes. This included installation of 727 new kitchens, 40 new central heating systems, re-roofing 57 properties and 4,300 annual gas inspections. A further 526 properties were made decent to meet the Decent Homes Standard
- Between August 2005 and April 2006, the Handyman Service completed 344 jobs for vulnerable and elderly people
- We enabled the delivery of 110 affordable homes in the District, although this is below the target it is a marked improvement on previous years.
- We significantly reduced the number of homeless people staying in bed and breakfast through prevention measures and greater use of private sector tenancies
- We paid out £600k via 123 grants to repair, improve and adapt homes for owner occupiers, tenants and landlords to improve the quality of life for occupants. This covered adaptations to meet the needs of people with disabilities, thermal comfort needs, health and safety and Decent Homes.
- We launched a Cavity Wall Insulation / Council Tax Incentive scheme with British Gas to improve the energy efficiency of 500 homes in the borough. The response to this initiative was rated the best in the UK
- Last year, the Council's Environmental Health service continued tackling fundamental health issues in the community to promote healthy living. This included inspecting 497 food premises to ensure the food sold was safe to eat, sampling 312 drinking water supplies, treating 1,009 pest infestations, investigating 240 infectious disease notifications and investigating 734 complaints for issues such as noise nuisance and drainage problems.

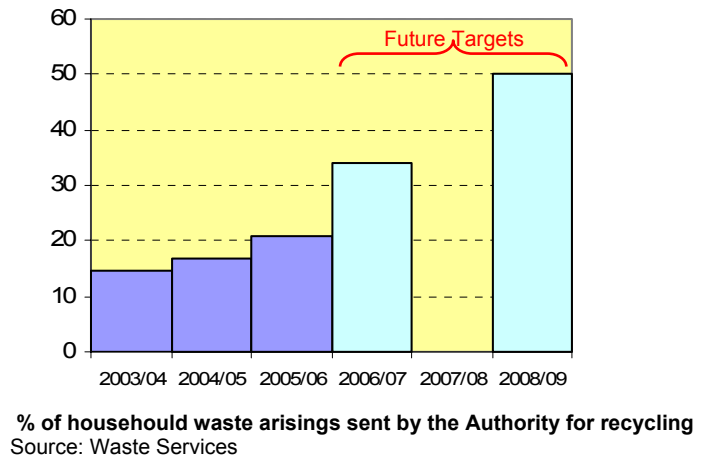
- We made improvements to a number of our parks, the main beneficiary being Victoria Park, where a new play and activity area was opened, along with a basketball court. The community were involved and planted ten oak trees in the park to coincide with the international exhibition commemorating Anne Frank
- Victoria Park joined Vivary and Wellington Parks in achieving Green Flag status, placing them amongst the best parks in the country
- We completed the building of the Vivary Chalet at Vivary Park Golf Course. Called the 'Sand Wedge Café', the alpine-style building blends in well with the leafy suburbs and provides a café, public WC facilities and a reception for the golf course and mini golf circuit.
- Tone Leisure continued to deliver a good standard of leisure activities and facilities for the people of Taunton Deane. The organization fulfilled its mission of "more people, more active, more often" by increasing use of its facilities to 946,138 visits for the year. The new Mini Golf Facility at Vivary attracted nearly 11,000 rounds of golf in its first year. The trust has also been extremely successful in attracting external funding, having secured more than £434,000 in external funding since its inception in August 2004.

Corporate Aim – Environment
Safeguarding and enhancing the local environment

Snapshot of Environment

Year	TDBC	English Districts Top Quartile
2003	72.5%	68.0%

% of people satisfied with cleanliness of their local environment.
 Source: TDBC General Survey



Improvements On Course

- Manage a clean and safe environment
- Protect and enhance the quality of our physical environment

Other specific achievements

- We launched the first two stages of Sort It! to 17,500 properties in Taunton Deane. Sort It! is an integrated package of waste collection and recycling

services to encourage more effective recycling which has resulted in an overall recycling figure of 25.5% for 2005/06

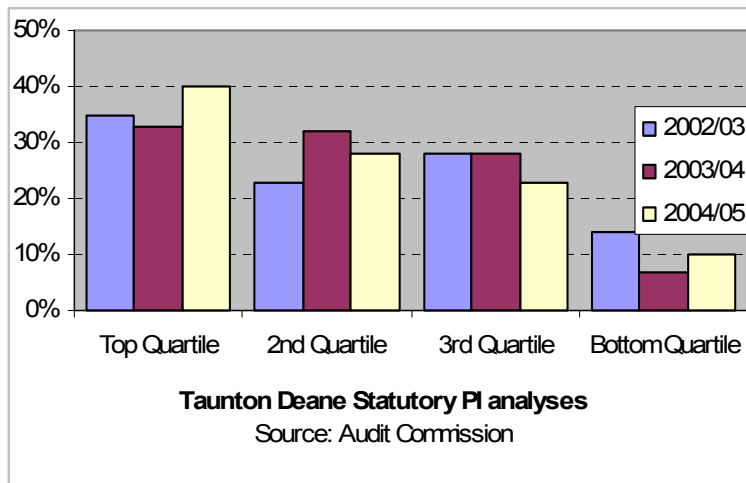
- The Sort It! scheme won the 'Best Local Authority Initiative' in the Local Authority Recycling Advisory Committee (LARAC) National Recycling Awards, and won the same category from the Composting Association
- Our Parks officers have introduced an innovative approach to watering baskets and floral displays which uses a water reservoir. We now only water these plants twice a week, rather than six times. This has cut our costs by two thirds and reduced the amount of water and fuel we use, as well as any traffic congestion caused by the DLO vehicle blocking the road
- We had a community action day working with police and other local agencies on a 'clean sweep' initiative. This involved undertaking litter picks, river dredging, removing trolleys and cleaning off graffiti to clean and tidy the local environment.
- Introduced fixed penalty notices as a deterrent to prevent littering

To speak to Tony Turner

Corporate Aim – Delivery

Delivering accessible, value for money services

Snapshot of Delivery



Improvements On Course

- Deliver services in line with our corporate priorities. This includes effectively prioritising our budget, investigating a Joint Venture Company to provide support services and determining the future of the Councils housing stock
- Effectively manage and improve our performance.
- Work in partnership to deliver shared priorities, including the Local Area Agreement, the Local Strategic Partnership and the Crime and Disorder Reduction Partnership

- Ensure that we meet our legal requirements as a Council by delivering all mandatory work areas
- Improve access to Council information and services, including more than 80% of phone calls dealt with at first point of contact and consistent information provided through the website and other modes of contact

Improvements that have fallen behind the original timetable

- Develop motivate and empower staff to reach their potential. (Further work is required to better understand staff needs and further reduce staff sickness)
- Respond to customers needs and promote equality of opportunity in all that we do. (This is specifically focussed on meeting Level 2 of the Equality Standard for Local Government)

Other specific achievements

- Awarded a '3' score for our Use of Resources, as part of our CPA assessment by the Audit Commission. This score places us in the top quartile against other councils, and further builds on our 'Excellent' status
- The Council has formed the 'South West Audit Partnership' with three other District Councils (South Somerset, West Somerset and Mendip) to provide internal audit services. These councils now benefit from economies of scale, a pooling of expertise, sharing of Best Practice, greater flexibility and an ability to recruit specialist skills. This has led to an improved quality service and greater cost benefits.
- We have improved our telephone response service, answering more calls, quicker, with less onward referral
- We started using a translation and interpretation service, to make our documents available in different languages and Braille on request
- We have developed a framework for equality impact assessments for Council services and commenced in-house training on equalities for staff
- We undertook a Gypsy and Travellers Housing Needs Survey in partnership with the other District Councils

Speak to K Toller, R James

7. Taunton Deane - A year in view

The stories, events and achievements from 2005/06

Month				
April 2005	The Council takes over the running of the Taunton Tourist Information Centre (TIC)	The Wellington Business Fair is a great success with accessible advice and an opportunity for networking	Collection Rates of Council Tax reach new heights (98.10%)	Launch of Foodo – A Board Game developed by staff to make learning about food hygiene and safety fun. This is being used in all Taunton Deane schools
May 2005	Launch of Sort It! To 17,000 properties. Taunton Deane Borough Council's recycling scheme.	Cllr Richard Lees, with wife Sue and guide dog Ramble welcomed as Mayor and Mayoress of Taunton Deane.		
June 2005	Official opening of the Youth Play Equipment at Cotford St Luke	A new orienteering course starts at Vivary Park'. The only orienteering course on TDBC ground, developed in partnership with Quantock Orienteers.		
July 2005	Summer Clean For The River Tone with part funding from TDBC	Victoria Park joins Vivary and Wellington Parks in achieving Green Flag status, placing them amongst the best parks in the country.	Taunton town stages a Commemoration for the 60 th Anniversary of the Second World War ending	Celebrated 'Local Nature Reserve Week' with a series of guided nature walks
August 2005	The recycling rate across the Deane leaps to over 55% in the first phase of the	Taunton Deane holds a stand at the successful Wellington Spectacular, a local community and trade	Parish Play Area Grants' awarded to three Taunton Deane villages - Comeytrowe, North Curry & Stoke St Gregory	Community Bus launched for rural communities, part funded by the Council

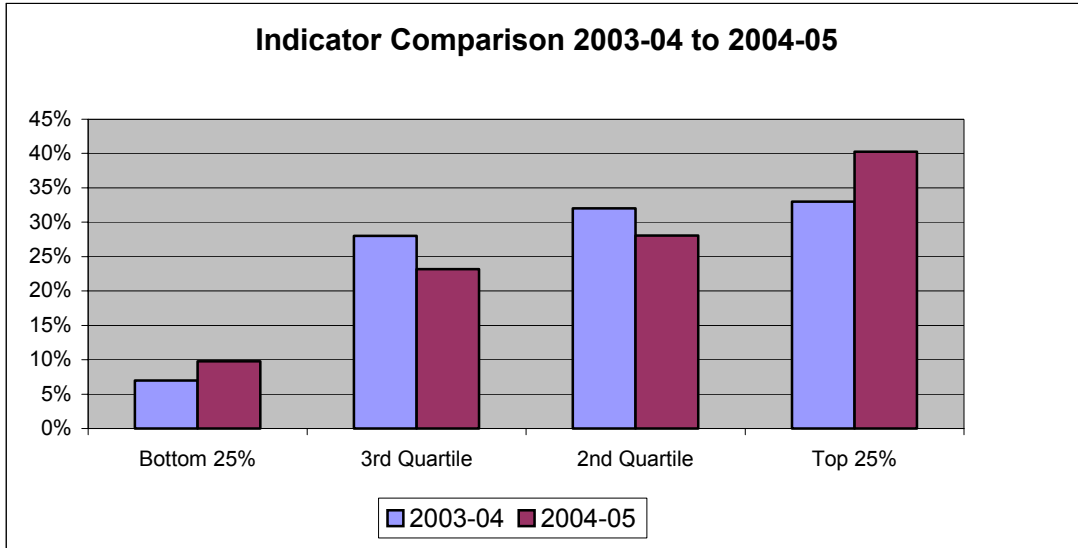
	<i>SORT IT!</i> services	fair Community Handyman Service launched to assist vulnerable homeowners repair their homes		Outstanding performance by Licensing department who process 95% of all licensing applications before the deadline to comply with new government legislation.
September 2005	Tourism Unit actively involved in organisation of Heritage Open Days	TDBC awarded a £20,000 grant from the Food Standards Agency (FSA) to help train local food businesses in food safety.	Taunton wins Britain in Bloom national 'Silver Gilt' award, and is awarded a gold medal and 'best market town' in the South West. Wellington won the Portman cup and a gold medal for its floral displays	Marcus Trescothick' presented with Taunton Deane Citizenship Award.
October 2005	Start of phase 2 of Sort it! A further 13,589 properties included.	Payment kiosk installed at Deane House so customers can pay Council bills by cash, credit or debit card	Home Loan Scheme launched to help people on low incomes meet The Decent Homes Standard	Held a series of Winter Workshops for Farmers In Taunton Deane, including a 2-day programme "Marketing for Profit" Firework safety scheme launched
November 2005	Payment kiosk installed in Wellington Community Office Silk Mills bridge and park and Ride starts operating	Our review panels agreed the recommendations of the Cultural Consortium report outlining the key initiatives for the Cultural Quarter of the Vision for Taunton	"Best Local Authority Initiative" prize awarded for "SORT IT!" recycling and waste collection scheme at National Recycling Awards Five Local Businesses awarded £2,000 Business Development Grant	Taunton and Wellington Tourist Information Centres receive Bronze Awards in the South West Tourism 'Mystery Shopper' survey & commended for excellent support of local crafts people
December 2005	New Lyngford youth shelter opened, providing a safe and	Opening of enhanced recreational facility at Blackthorne Gardens, North	'Heart of Somerset' website re- launched promoting tourism in Somerset	

	positive place for young people to meet.	Taunton.	www.heartofsomerset.com .	
January 2006	Awards ceremony to celebrate success of the pioneering Taunton initiative, 'Drink Safe Be Safe'	A three-month warning and publicity campaign launched against littering, with new powers to fine offenders	Environmental Health Safety Team surveyed butcher's shops and supermarket meat counters within the Borough and found the results to be highly satisfactory.	Local response to Cavity Wall Insulation (energy conservation) / Council Tax Incentive initiative is rated best in the UK, with over 500 applications
February 2006	Works starts on Blackbrook Tennis facility to upgrade the two outdoor tennis courts and cover them with a framed fabric structure.	Home Office (Alcohol Policy Team) visit Taunton to see how we are making the night time economy safer through schemes such as the 'Drink Safe Be Safe' initiative.	Draft Wellington and Area Community Strategy Action Plan for 2006 to 2010, ready for comment on Council website.	Tourist Information Centre wins National Express Regional Agent of the Year award in recognition of their commitment, enthusiasm and business development
March 2006	Mayor Honours Taunton Deane's Outstanding Citizens Opening of Victoria Park's new play and activity areas. Ten oak trees were planted in memory of Anne Frank to coincide with the visiting international exhibition about her life.	Opening of the Halcon Community Office, taking over the vacant premises at the Link Centre rent free from the Council The Vision for Taunton won a national award for best spatial strategy from the Royal Town Planning Institute	Launch of "Talking Tomorrows" - important consultation exploring what issues really matter to the communities of Taunton Deane in order to plan for the future Royal Town Planning Institute Annual Award for Spatial Strategy goes to the Vision for Taunton partnership	Chelston House Farm Planning Application – the Council invites the views of the public on this proposed development Work has begun on a new block of small industrial units in the Blackdown Business Park, Wellington. Taunton Deane Borough Council is funding the £470,000 units

Between April 2005 – March 2006 TDBC	Number
We dealt with:	
Calls to the Customer Enquiries line	158,528
Enquiries dealt with by Deane House Main reception	40,530
Enquiries about council tax, business rates and benefits taken by Deane House Reception	19,504
Enquiries dealt with by Housing Reception	14,425
Homeless Enquiries	5,346
Visits to our Wellington Community Office	37,403
Planning applications	1,806
Building Regulation applications	1,097
Site inspections of Building works in progress	6,599
“Food Alerts” issued by the Food Standards Agency	87
We Issued:	
Grants for disabled facilities issued	55
Total value of Disabled Facilities Grants awarded	£300, 000
Repair grants issued (includes emergency adaptation and repairs to prevent crime and energy efficiency improvements)	56
Total value of repair grants awarded	£195,000
Handyman job requests received from 1 st September to year end	427
Handyman jobs completed at year end	344
New premises licenses under the new Licensing Act 2003 provisions	406
We collected:	
Tonnes of household waste	37,709
Stray dogs seized	141
Abandoned vehicles	151
Commercial food samples	163
Drinking water samples	312
We inspected:	
Premises for food safety	497
Premises for health & safety	182
Housing standard inspections	79
Pest Control Treatments	1,009
Other key statistics / facts	
Enquiries handled by TIC	270,000
Value of tourism to TD economy	£96.5 m
Day visitors (tourists) to Taunton D.	1.7million
Visitors/ Tourists staying in Taunton Deane	280,000
Number of visitors to Tone Leisure facilities	946,138

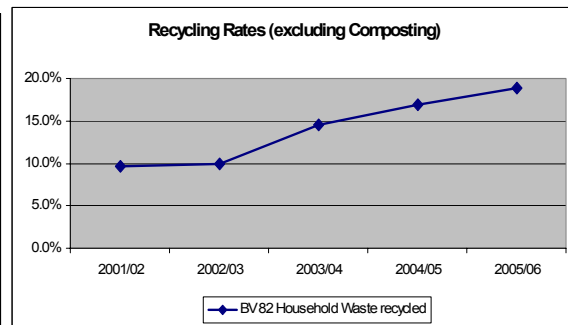
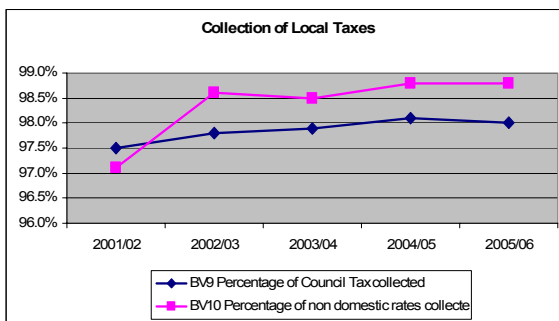
8. Summary Performance

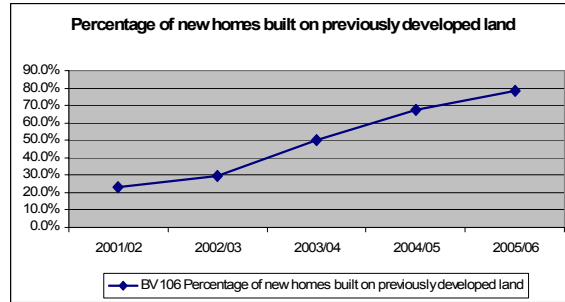
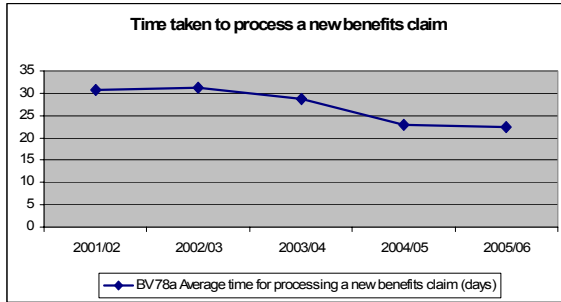
The Council reports its performance against 109 nationally prescribed performance indicators. For 2004/05 we know we performed at a very high level when compared to the other 238 District Councils in the country, with 40% of our performance indicators in the top quartile (where our performance ranks us amongst the best 25% of Councils in the country.) The TDBC element of Council Tax charged to residents for 2004/05 was also amongst the lowest 10% set by District Councils.



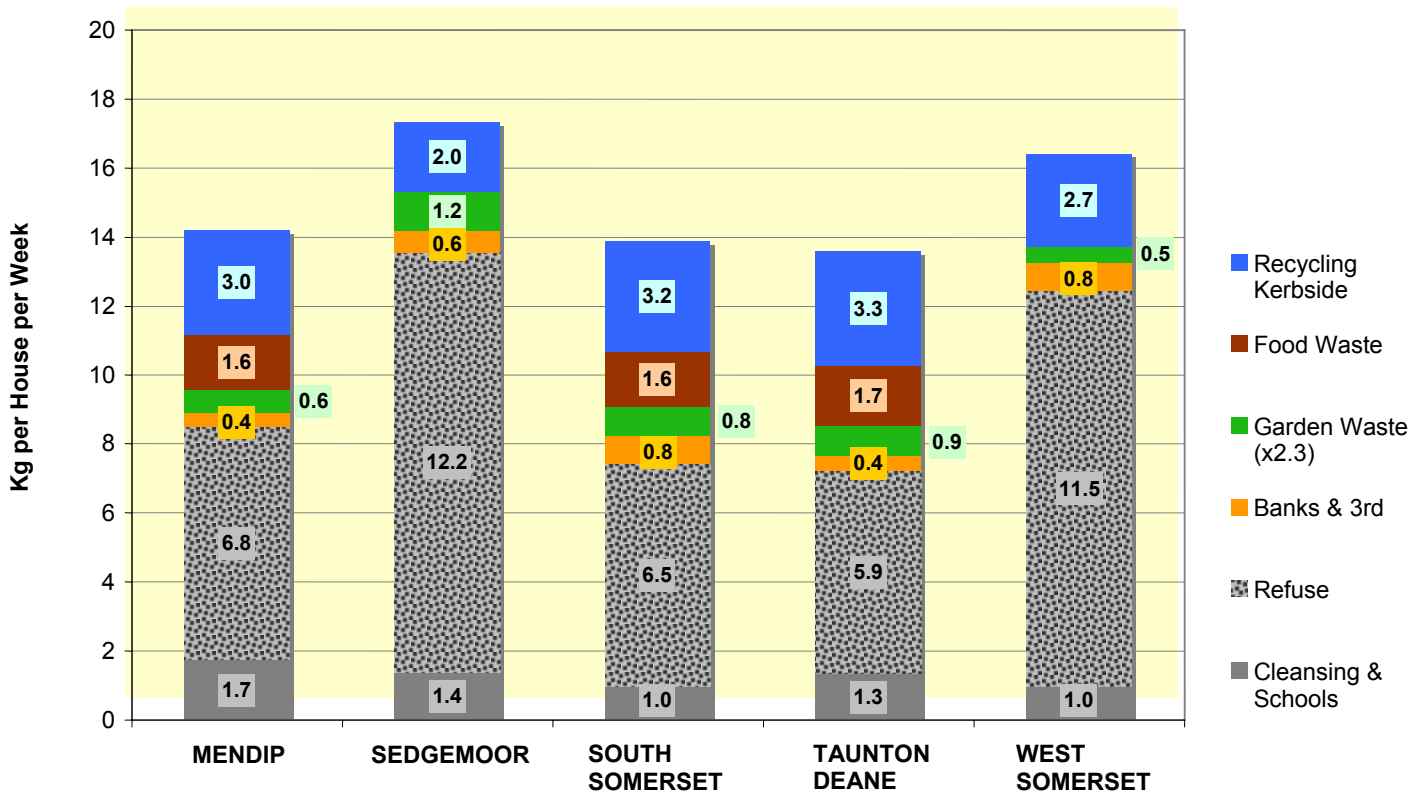
For 2005/06 we don't yet have national comparison data, however we know that our performance has improved on 56% of performance indicators compared to 2004/05, and we have met our targets for 54% of performance indicators.

We have included some example of our improving performance indicators below:





Comparison of collection and recycling of waste across Somerset at 31/3/06



The Council has also had results from independent inspections by the Audit Commission as part of its Comprehensive Performance Assessment framework. In 2004, we received the top rating, being recognised as an 'Excellent' council. In 2005, we were awarded a 'performing well' rating for how we use our resources. This score placed us as equal second in the South West for district councils and amongst the top 10% of district councils in the country.

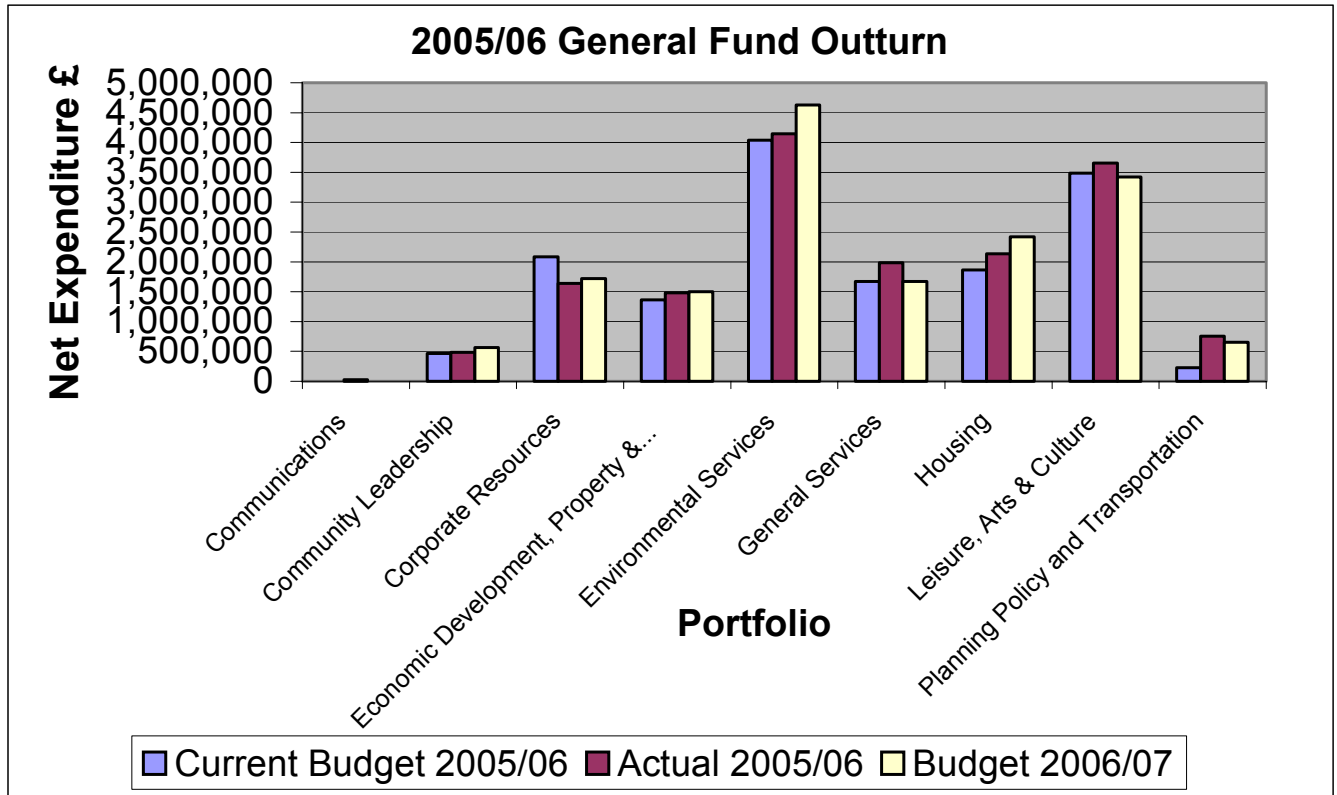
The full set of performance indicators showing our performance for 2006/07 is available on request by calling 01823 356481 or by visiting www.tauntondeane.gov.uk/tdbc/sites/polperf/AnnualReport.asp

Financial Performance

General Fund

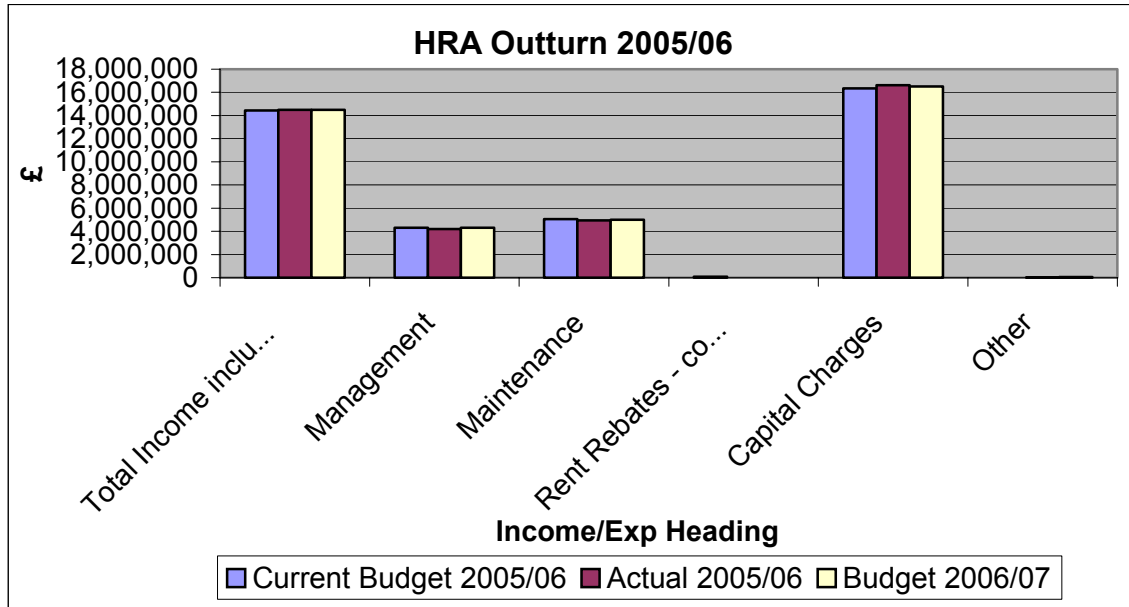
For 2005/06 the Council's actual expenditure on services was £16.3m, which was £44,764 below the agreed budget. The budget for 2006/07 has been set, with a focus on achieving our objectives as described under our six corporate aims.

The main reason for the under spend was increased subsidy received for Housing Benefits.



Housing Revenue Account

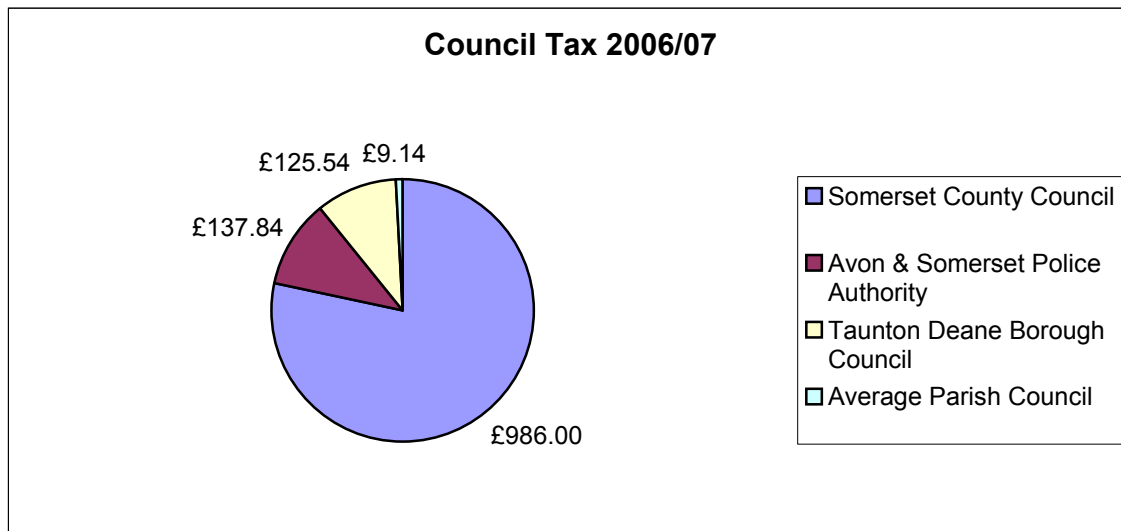
We account for Housing Revenue separately and for 2005/06 our total deficit for the year was £276,257 against a budgeted deficit of £628,730. The main reasons for the under spend were additional income from rents and services, a reduction in spend within the maintenance programme and efficiencies within management of the housing stock.



Council Tax 2006/07

The budget for Taunton Deane for 2006/07 gives a Band D Council Tax of £125.54, which is a 3% increase (£3.66 more) on 2005/06. The Taunton Deane element of the Council Tax bill works out at £2.41 per week for a Band D Council Tax payer.

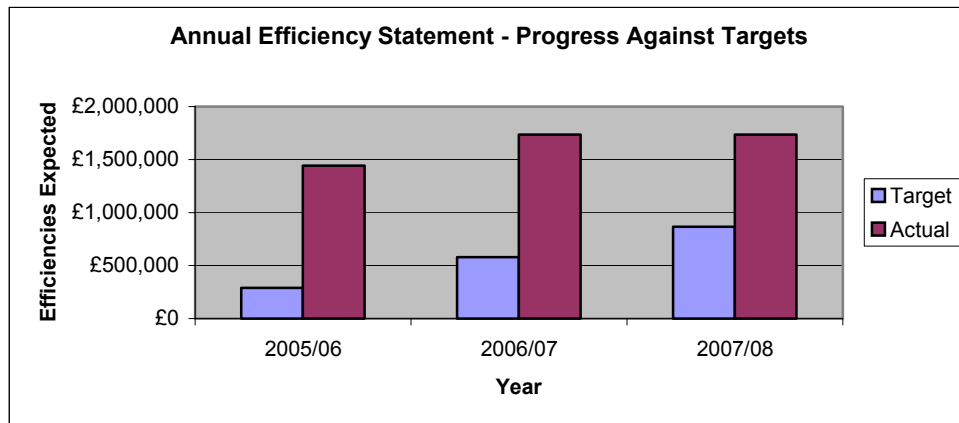
The relative proportions of Council Tax (Band D) received by each Council is shown below:



Annual Efficiency Statement

A recent requirement from Central Government is for the Council to demonstrate 2.5% annual ongoing efficiencies each year. The Council has been issued target efficiency gains to achieve between 2005/06 and 2007/08.

The Council has made excellent progress in meeting these targets, through initiatives such as scrutinizing the budget and using technology better. This is illustrated below.



For a copy of the financial accounts please call on 01823 356421 or visit <http://www.tauntondeane.gov.uk/tdbc sites/finance/index.asp>

9. How we manage Performance

In this Annual Report we have presented our plans and targets to enable us to deliver our Vision of being a high performing Council, working in partnership to create a good quality of life for all Taunton Deane residents.

To achieve these targets we have a performance management framework so that we can effectively monitor the Council's performance and take corrective action when required. The key elements of this framework are as follows:

Performance Management System

Our Corporate Strategy contains our six corporate aims and seventeen objectives for 2006 to 2009. To ensure we achieve these, we report on progress quarterly to managers and councillors, allowing them to challenge poor performance and redirect resources when necessary so that we achieve our targets.

At the same time, we report progress against our annual financial budget and against 125 performance indicators (national and local), which have been designed to measure our performance across all our services. An overview of our 2005/06 performance was provided in the [Summary Performance](#) section and the full results of our performance indicators are found on www.tauntondeane.gov.uk/tdbc sites/polperf/AnnualReport.asp

Comprehensive Performance Assessment (CPA)

The Council is periodically subject to independent inspection by the Audit Commission, called Comprehensive Performance Assessment. This is designed to rate the Council nationally and to identify its strengths and weaknesses.

The Council had a corporate CPA assessment in 2004 that rated us as 'Excellent', and a 'Use of Resources' assessment in 2005 that gave us a 3 out of 4 score. Both of these scores rate us amongst the very best district councils in the country, however they still identified a number of areas requiring improvement.

We have used these CPA assessments to help us focus on our weaknesses and further improve the Council. We have developed improvement plans which we monitor and report against twice yearly to manager and councillors.

Scrutiny

The Council has an Executive of nine councillors from the ruling party who make the key policy decisions on all council issues.

The remaining 45 councillors represent their constituents through their work sitting on Scrutiny Panels. It is the role of these councillors to both challenge and hold the Executive to account when necessary (such as through 'Call Ins') and to add value to the Council by helping develop new policies. The Review Board also scrutinize the Councils performance by analyzing and challenging the quarterly performance reports.

The Council has recently dedicated more resources into supporting Scrutiny to ensure that it adds value to the Council and that councillors have a real opportunity to make a difference.

Photographs of the Councillors:

Six rows of nine – first row the Executive Councillors

Next row – the chairs of the nine panels

Next four rows the other councillors

Use a numbering system identifying councillors and key positions

10. Key Plans for 2006/07

The Councils six aims and seventeen objectives for the next three years are shown in the following table. These reflect local and national priorities, and a detailed description and timetable for these, with the key activities that will take place are shown in our Corporate Strategy 2006-2009. <http://www.tauntondeane.gov.uk/tdbc/sites/polperf/CorporateStrategy.asp>

Corporate Strategy 2006 - 2009 Corporate Aims and Objectives

Aim 1 Economy Regenerating Taunton and strengthening the economy of the Borough. <i>(Lead Director: JW)</i>	Aim 2 Transport Minimising the growth in traffic congestion. <i>(Lead Director: JW)</i>	Aim 3 Crime Promoting safer communities and tackling anti-social behaviour. <i>(Lead Director: SA)</i>	Aim 4 Healthy Living Promoting healthy and sustainable communities. <i>(Lead Director: JTT)</i>	Aim 5 Environment Safeguarding and enhancing the local environment. <i>(Lead Director: JW)</i>	Aim 6 Delivery Delivering accessible, value for money services. <i>(Lead Director: All)</i>
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Principal Objectives shown in Bold

Develop 47 hectares of brownfield employment land and create 14,000 new jobs in the Borough between 2006 and 2026. (5% from Creative Industries Sector) (T Noall)	Support the County Council as lead agency to limit the rate of growth of traffic congestion in Taunton. (to limit vehicle delay hours at peak-time to 2,414 hours by 2011) (T Noall)	To reduce overall crime in Taunton Deane by 15% by March 2008. (B Cleere)	To enable the building of 985 units of affordable housing between April 2006 and March 2011. (M Western)	To increase to at least 75% the percentage of people who are satisfied with the cleanliness of their local environment by 2007. (P Weaver)	To provide value for money services where overall satisfaction with the Council is in the top quartile nationally and council tax charges are in the lowest quartile when compared with other English districts. (All Heads of Service)
<ul style="list-style-type: none"> Reduce deprivation in Halton and Lyngford, taking the most deprived sub-areas out of the 25% national most deprived areas by 2020. (T Noall) Support the development of the rural economy through facilitating and supporting agricultural diversification projects, business activity and land development. (T Noall) 	<ul style="list-style-type: none"> Support the County Council as lead agency to reduce the proportion of journeys to work made in Taunton by Single Occupancy Vehicles. (T Noall) 	<ul style="list-style-type: none"> To reduce the incidence of violent crime in Taunton Deane by 15% by 2008. (B Cleere) To reduce anti-social behaviour incidents by 15% from baseline figures by 2007/08. (B Cleere) 	<ul style="list-style-type: none"> To reduce the number of homeless applications in temporary accommodation by 50% by 2010, with an emphasis on homelessness prevention. (M Western) 	<ul style="list-style-type: none"> To increase the percentage of household waste recycled to 34% by the end of 2006 and 50% by the end of 2009. (P Weaver) 	<ul style="list-style-type: none"> To achieve level 5 of the Equality Standard for Local Government by the end of 2009. (B Cleere) To ensure that 90% of service enquiries to the Council are resolved at the first point of contact by 2015. (K Toller)

Summary of ongoing Key Projects

Vision for Taunton

The Council is a key partner in enabling the Vision for Taunton. The Vision for Taunton is a regeneration plan to make Taunton an exemplar 21st Century town with a vibrant mix of employment, retail, housing, cultural and leisure facilities, with the River Tone as the town's civic and community heart. Long-term benefits will include the creation of 14,000 new jobs in the borough and the building of new homes. The Council is required to identify land to build a total of 17,300 new homes in the borough between 2006 and 2026, as identified in the Regional Spatial Strategy.

<http://www.tauntondeane.gov.uk/tdbc sites/visionfortaunton/index.asp>

Improving Services in Somerset (ISIS)

The Improving Services in Somerset (ISIS) project team continues to examine the potential to provide corporate and transactional services through a joint venture company to enable efficiencies and improvements in service provision. This is a very big project that proposes to move a number of services such as Finance, Human Resources, ICT, Revenues, Benefits and Procurement across to a new partnership company. The three organizations involved are Somerset County Council, Taunton Deane Borough Council and a third private sector company, yet to be agreed. There are currently three companies that have been short-listed as a potential partner; BT, Capita and IBM.

Housing Transfer Consultation

Our Housing Consultants have identified that we are £1.85m a year short in our finances for future maintenance of our housing stock. The Council believe that Stock Transfer to a new Housing Association can provide a long-term solution to this. We are currently engaging tenants so that they feel informed enough to make a decision on the future of the Housing Stock. Providing tenants feel they are in a position to make an informed choice, we will ballot them on whether we should retain our Housing Stock or form a new Housing Association, mainly from our existing housing department, by the end of 2006.

Other key plans for 2006/07

Our corporate aims and objectives for 2006-2009 are listed in our Corporate Strategy, along with the key activities needed to deliver them. We have listed some of these below along with other specific plans for 2006/07, which will help us deliver these three year objectives.

Corporate Aim: Economy

Regenerating Taunton and strengthening the economy of the Borough

- We will establish a Creative Industries Resource Centre in Taunton to provide support expertise for Creative Industries. We are planning to open the centre in the Brewhouse Theatre in Summer 2006.
- The LDA Design Group have been appointed for master-planning the Cultural Quarter of the Vision for Taunton
- We are working in partnership to launch sixty business incubation units for start-up businesses at SCAT in the Spring 2007
- We are constructing seven industrial units to provide 7,000 square feet of industrial rental space at Blackdown Business Park. We are also pursuing options for further industrial units at other sites.
- We are promoting Wellington town as Somerset's 'Food Town' by promoting the existing food producing and agricultural base and developing an annual week long food festival starting in the Summer 2007.
- We will work closely with our Local Authority Partners in Somerset to improve the quality and effectiveness of the marketing, attraction and support for businesses wishing to locate within Somerset
- The Council with the other Somerset councils has commissioned a review of Tourism to ensure we collaborate better in future to more effectively promote tourism in Somerset

Corporate Aim: Transport

Minimising the growth in traffic congestion

- Ensure that partnership working with SCC maximises the opportunity to secure the Taunton Third-Way and the Northern Inner Distributor Road
- Continue to work in partnership with SCC to implement the Congestion Protocol
- Continue developing the draft car parking strategy and ensure its adoption by both the Council and SCC. We will need to agree a programme to develop multi-storey car parks in Taunton to underpin the Vision for Taunton
- The Council is implementing its own Travel Plan to encourage staff to use more sustainable transport. This includes a new restrictive parking scheme for staff parking, and the building of an additional bicycle shed.
- We will continue to marketing and promote the Silk Mills Park and Ride and lobby for the dualling of the A358.

Corporate Aim: Crime

Promoting safer communities and tackling anti-social behaviour

- Working with the pub-watch scheme to investigate using biometric scanning for entry into pubs and clubs
- We are recruiting a park warden for Vivary Park to act as a point of contact and reduce the fear of crime

- Continued funding towards Unity House, a shared drug treatment centre in Taunton, in partnership with others
- We will work in partnership to improve the lighting in Bath Place, Taunton
- We will work in partnership with Sedgemoor District Council to increase the operation and monitoring of our CCTV system to 24 hours a day, seven days a week. This will include using a new Automatic Number Plate Recognition (ANPR) system that will notify the CCTV centre when a suspicious vehicle has entered the town.
- Expanding the No Drinking Order to cover a wider area of Taunton, especially key parks and open spaces
- We will continue to fund partnership working to tackle crime, such as the provision of Police Community Support Officers and the Handyman Scheme
- The Council will use a new antisocial behaviour database to collect and record anti-social behaviour information to quickly identify hotspot areas and effectively share this data with the police

Corporate Aim: Healthy Living

Promoting healthy and sustainable communities

- In partnership with South Somerset District Council we have launched the Home Improvement Agency to provide improvements, adaptations and renovations to elderly and vulnerable peoples' homes. The service will improve advice and guidance, grant and loan support and practical expertise.
- We continue to strive toward meeting the target of all homes meeting the Decent Homes Standard by 2010 through a planned maintenance and repair programme. Levels of funding from 2007/08 will largely depend on the outcome of the Stock Transfer ballot.
- The expansion of the Taunton Tennis Centre has started at Blackbrook. This will result in six outdoor and six indoor tennis courts, which will attract regionally important tennis tournaments to the town.
- Tone Leisure will launch its new Kids Fitness Centre/Activity Zone at Blackbrook Sports Centre in September 2006. Much of the funding from this was secured from a successful bid to the Sport England Community Initiative Fund.
- We will use issue grants for arts organisations to lever in further external funding to support local arts projects and activities. We have already approved £5,000 of grants to seven community arts projects that will lever in a further £106,000. Another £15,000 of grants paid to Key Strategic Arts Organisations (KSAO) will lever in further £56,000 to support the Brewhouse Theatre, Somerset Arts Week and other community arts events and activities.
- We will undertake drainage work on the Beech Grove playing field in Wellington and will then sub-let this field to the adjacent rugby club. In exchange, the rugby club will hand over one of their existing fields to Wellington Football Club. This will benefit both sports clubs but will

especially benefit Beech Grove School who will have access to these sites, and better sporting facilities as a result.

Corporate Aim: Environment:

Safeguarding and enhancing the local environment

- In 2006/07, we will continue the roll out of Sort It! to the remaining 28,500 properties in Taunton Deane and are striving to meet an overall recycling rate of 40%
- We will work with the other Somerset Councils to explore integrating our waste service contracts to achieve better economies of scale from 2007
- In 2005/06 we commissioned an audit of Wellington's open spaces to prioritise future investment (such as playgrounds, fencing, bins, toilets etc.) This year we will undertake a similar exercise for Taunton, allowing us to focus our investment on those sites in Taunton that most need it.
- We are developing a Play Strategy to make Taunton Deane a child friendly environment.

Speak to Tony Turner

Corporate Aim: Delivery:

Delivering accessible, value for money services

- We will publish new Community Strategies in December 2006 that will set out our direction for community focus and delivery in future years
- We will complete our review of the Local Strategic Partnership (LSP) so that in future we can optimise the effectiveness of partnership working in delivering community priorities
- This year we will create a comprehensive equalities scheme with an action plan to tackle race, gender and disability issues
- We will be sign up to a compact so that we have clear operating standards and working arrangements with the Voluntary and Community sectors
- The Customer Services Teams will aim to deal with 75% of calls without onward referral, further improving the Council's the overall response to customer enquiries
- We will link the Wellington Community Office to have full access to our data systems, enabling them to provide a fuller and quicker response to customer enquiries
- We will publish Customer Contact Standards for the whole authority to cover all forms of communication with the Council

Speak to K Toller, R James,

11. How we will address our weaknesses

Despite the Audit Commission recognising us as an Excellent Council, they have identified weaknesses that we need to address. We are developing improvement plans to tackle these and monitor progress during 2006/07.

The table below summarises the main identified weaknesses from the recent Audit Commission Annual Audit Letter and how we propose to address them.

Weakness	Action
Improve the effectiveness of Scrutiny to help the Council meet its objectives and drive innovation and improvement	We now have a dedicated Scrutiny Officer and an action plan to develop scrutiny and provide appropriate training to councillors and officers
Improve focus on internal and external equalities and diversity, listening better to 'hard to reach' groups and adapt services to meet all community needs	We are developing an Equalities action plan to meet level 2 of the CRE Equalities Standard for Local Government. This will include impact assessments across Council services, forming an Equalities Working Party from community groups and various other actions
Set challenging targets and reduce staff sickness	We have reviewed Best Practise from other councils and implemented several initiatives that are making an impact. Last year sickness fell by one day per member of staff on average
Ensure adequate performance management arrangements exist to measure the effectiveness and impact of key priorities, in particular economic investment and partnerships	The 2006-09 Corporate Strategy is now far more outcome-focussed. We plan to report progress quarterly in a clearer format to show the impact against our corporate priorities. We have signed up to the 'Local Futures' database to help us understand local issues, particularly economic. We have engaged consultants to review the effectiveness of our partnerships
Ensure stronger alignment between human capacity and key priorities including organisational change and project planning	We are improving our approach to this by using dedicated project teams for all our major projects. This issue is being further reviewed by our Corporate Management Team
Continue to seek further efficiency savings to minimise the impact of budget constraints on quality and level of services	We continue to meet our annual efficiency targets and to seek further efficiency savings
Agree an action plan to address areas of relative weakness identified through the CPA Use of Resources assessment	The Use of Resources assessment identified a number of areas that could be further improved. We will formulate an improvement plan to prioritise these and take appropriate actions to address any significant weaknesses

12. Statement on Contracts

We are required to state where applicable that all individual contracts awarded during the past year involving a transfer of staff, comply with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

In 2005/06 the Council awarded the following contracts that involved the transfer of staff. The Council certifies the transfers complied with the Code of Practice on Workforce Matters in Local Authority Service Contracts.

Contract	Awarded to	Date	Staff Transferred Out
Creation of an Audit Partnership to provide Internal Audit	South West Audit Partnership (SWAP)	1 st April 2005	3
Rights of Way Service	Somerset County Council	1 st April 2005	2

During 2005/06 the Council also transferred in staff from Somerset County Council. The Council certifies the transfers complied with the Code of Practice on Workforce Matters in Local Authority Service Contracts.

Contract	Awarded from	Date	Staff Transferred In
Tourist Information Centre	Somerset County Council	1 st April 2005	6

13. Glossary

To be completed.....all acronymns

TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 21 JUNE 2006

JOINT REPORT OF THE SCRUTINY AND PERFORMANCE MANAGER AND PRINCIPAL ACCOUNTANT

PERFORMANCE MONITORING - OUTTURN REPORT ON 2005/08 CORPORATE STRATEGY, 2005/06 FINANCIAL OUTTURN AND 2005/06 PERFORMANCE INDICATORS

This matter is the responsibility of Executive Councillor Williams (Leader of the Council)

1.0 Executive Summary

- 1.1 The monitoring of budgets, the Corporate Strategy objectives and performance indicators is an important part of the overall performance management framework. This report outlines the final data for the 2005/06 year.
- 1.2 In respect of budget monitoring the General Fund Revenue outturn shows an underspend of £45k, or -0.39%, when compared with the current budget, i.e., the budget for 2005/06 as approved by Council on 22 February 2005 plus any subsequently approved supplementary estimates and virements. The Executive propose to use this underspend towards potential additional Concessionary Travel costs within 2006/07.
- 1.3 The General Fund Capital Programme expenditure for the year amounted to £4,196,387 the total budget for the year was £9,678,963. The majority of this underspend will be slipped to the 2006/07 year. The revised budget for 2006/07 to 2008/09 will therefore be £15,363,143. The unallocated capital resources now total £481k.
- 1.4 The Housing Revenue Account draft outturn shows a Working Balance carried forward into 2006/07 of £2,009,384, which is £352,473 more than predicted in the most recent budget monitoring report.
- 1.5 HRA Capital expenditure amounted to £4,991k against a current budget of £4,913k. This will reduce the programme in 2006/07.
- 1.6 The DLO have made an overall profit of £70k.
- 1.7 The figures remain subject to external audit.
- 1.8 Corporate Strategy and Performance Monitoring has identified:
 - 83% of Corporate Strategy objectives are on course.
 - 54% of Performance Indicators are on target

2.0 Purpose

- 2.1 To update the Executive on the outturn position of the Authority on revenue and capital expenditure for the General Fund, Housing Revenue Account and trading services for 2005/06, and progress against the 2005/08 Corporate Strategy and 2005/06 Performance Indicator targets.
- 2.2 A key feature of well-regarded councils is their ability to manage performance effectively.
- 2.3 The Council's Performance Management System is about agreeing what has to be done (Plan), undertaking it (Do) and checking it has been done (Review). Where review (or monitoring) indicates we are off-course corrective action should be taken.
- 2.4 Progress against Corporate Strategy objectives, spending within budget and improvement through the use of performance indicators forms an important part of the Council's overall performance management framework.
- 2.5 The outturn position reported for the HRA and GF contains some estimated figures for government subsidies on housing and council tax benefit. The final figures for these will not be available in time for the final accounts to be produced. Should the final figures differ significantly from those used in closing down the accounts for 2005/06, a further report will be presented to Members giving the updated position on subsidy and the implications for the Councils reserves.
- 2.6 The following outturn figures will therefore be used to prepare the Council's Statement of Accounts, which will be presented to the Corporate Governance Committee on 28 June 2006.

2005/06 OUTTURN FIGURES

GENERAL FUND

3.0 Revenue

- 3.1 Members were presented with regular budget monitoring reports during 2005/06 outlining the estimated outturn position and the likely impact on the General Fund reserve. In summary, these reports showed the following expected use of reserves to support the budget:

2005/06	Change during the Year £	Impact on General fund Reserve £
Original use of Reserves		0
Budgeted repayment to reserves		-91,160
Plus supplementary estimates agreed during the year:		
Property Services Restructure	+249,760	
Less supplementary estimate re additional ISiS costs	+120,000	
Redundancy of OMB Caretaker	+37,560	
Additional resources to implement the	+75,000	

new job evaluation scheme		
Additional debt costs from switching supported borrowing approvals from the HRA to the GF	+60,000	
Less repayments to reserves:		
VAT partial exemption monies not required	-83,910	
Repayment to reserves re Cotford St Luke S106 agreement	-120,000	
One off contribution from Deane Helpline	-100,000	
Total		+238,410
Total Use of Reserves to support the 2005/06 budget		+147,250
Actual Balance brought forward 1 April 2005		-1,485,850
Expected Balance carried forward 31 March 2006		-1,338,600

3.2 The draft outturn for 2005/06 is set out in summary in Appendix 'A', and is set out in four main columns as follows: -

1. The Original Budget approved by the Executive on 09 February 2005 (Column 1)
2. The Current Budget including all supplementary estimates and virements during the year, which have been approved by the Executive. (Column 2)
3. The Draft Outturn Position (Column 3)
4. The Variance between the Current Budget and the Draft Outturn (Column 4).

3.3 The last budget monitoring report to the Review Board, January 2006, reported an overspend of £121k. Since then Corporate Management Team have received further monthly reports which reduce this figure down to £63k.

3.4 The Accounts for 2005/06 have now been closed. Appendix A shows that the actual position for the last financial year was an underspend of £44,764 or 0.39% less than the approved authority expenditure. The main reasons for this are shown in the following table: -

Expenditure Head	Variation £	Comments
Overspend reported to Review Board	+121,000	
Items reported to CMT Dec-Feb 2006		
Licensing Income	-15,000	Additional Income
Car Park Income	-50,000	Additional Income
Planning Income	-25,000	Additional Income
Ice Rink	+31,000	Deficit funding
HB Subsidy	-110,000	Additional Income
Salaries Saving	-15,000	Further salaries saving identified within Housing

Homelessness	+80,000	Further increased costs
Overspend reported to CMT	+63,380	
Additional Costs		
Nursery	+56,490	Additional cost incurred in running the Deane DLO Nursery which has been recharged to users, i.e. Parks etc.
Provision for bad debt	+56,950	Due to an increase in the overall level of outstanding Sundry Debts at the year end, an increase to the Bad Debt Provision is required.
Concessionary Travel	+37,470	Increased costs over that predicted re passes.
Homelessness	+16,390	Promotion of the rent deposit scheme as a way of reducing Bed and Breakfast occupation
Reduced Costs		
Flooding Hotspots Investigation	-24,180	No incidences that required immediate attention during the year
Additional Income		
Increased income for Land Charges	-41,980	There was a slight increase in the housing market in Spring than was predicted.
Car Park Income	-21,170	Higher than predicted income in the last few months of the financial year.
Investment Income	-140,200	There has been a reduction in cash balances held by other internal funds such as the HRA, this results in a greater proportion of interest being credited to the GF (further details are shown in the Treasury Management Outturn Report).
Licensing Income	-21,890	Various licensing income higher than predicted through budget monitoring.
Planning Income	-19,610	Higher than anticipated income in March.
HB Subsidy	-69,720	More income than that reported through budget monitoring. This represents an extra 0.33% income compared to a budget of £21m.
Reduced Income		

Blackbrook income	+88,770	Tone Leisure experienced a drop off in income during the latter part of the financial year. This has been repeated across their sites however only directly impacts the Council at Blackbrook Pavilion as this site has not yet fully transferred to the Leisure Trust.
Other minor budget variations	-25,464	
Total Net Over/ (Underspend)	-44,764	

It is encouraging to note that this underspend is less than in previous years, for 2004/05 the underspend was £163k or -1.49%.

3.4 General Fund Reserve

The current budget required a total of £238,410 from the General Fund Reserve to support expenditure, the underspend detailed in paragraph 3.3 will now reduce this to £193,646. Therefore the current position of the General Fund Reserve is:

	£	£
Expected balance carried forward @ 31 March 2006 (as per the table in 3.1 above)		1,338,600
Underspend 2005/06		+44,764
Actual balance @ 31 March 2006		1,383,364

3.5 The Executive wish to earmark this underspend for potential additional costs in 2006/07 arising from the enhanced Concessionary Travel Scheme.

4.0 Capital

4.1 The General Fund Capital Programme for 2005/06 showed a total expenditure budget of £9,678,963. The final outturn position shows total expenditure of £4,196,387, leaving an underspend of £5,482,576. The majority of the underspend is due to expenditure on the following schemes not proceeding as planned:

- Blackdown Business Park
- Disability Discrimination Act Works
- Flood Relief Scheme
- Tennis Centre Extension
- Land at Roughmoor/Vision
- Recycling

As is common for Capital budgets, which may span more than one financial year, the majority of the underspend, or slippage, has been rolled forward into the 2006/07 Capital Programme. The updated 2006/07 to 2008/09 Capital Programme now totals £15,363,143.

- 4.2 The amount of unallocated capital resources is now £481,000.
- 4.3 We are actively looking at ways of improving capital budget monitoring for 2006/07, with a view to identifying slippage sooner.

HOUSING REVENUE ACCOUNT

5.0 Revenue

- 5.1 The Housing Revenue Account has also been closed using estimated subsidy figures (see 2.2 above).
- 5.2.1 The last budget monitoring report to the Review Board in January 2006, reported an overspend of £31k. Also a further contribution to capital by way of a supplementary estimate of £500k has been approved. Since then Corporate Management Team have received further monthly reports which have reduced this figure to an underspend of £90k. This was mainly due to a reduction in repairs and maintenance over the winter period.
- 5.3 The draft outturn shows a working balance carried forward into 2006/07 of £2,009,384, which is £352k more than that previously reported.
- 5.4 The reduced expenditure of £352k arises for the following reasons:

Heading	£'000
Additional Income from Rents and Service Charges	-98
Reduction in Rent Rebate recharge to GF, due to limit on cap	-71
Debt Management Expenses	53
Additional Interest on Working Balance	-13
Reduced subsidy	-57
Increase in Bad Debt Provision	18
Reduced windfall (supporting people)	93
Slippage in Maintenance Programme	-109
Lower management expenditure	-119
Reduced Interest Charges on HRA Debt	-49
TOTAL	-352

Further details are shown in Appendix B.

Deane Helpline

- 5.5 The balance on the Deane Helpline Trading Account at 31st March 2006 amounts to £105,026 compared to the revised estimate of £99,884. It should be noted that this balance remains after making an in-year contribution to the General Fund of £100,000. The Helpline has also faced a particularly challenging year in which it has obtained the ASAP accreditation despite being at times under severe pressure from staff shortages. Having achieved the accreditation the Service is in a good position now to move forward and looks to build its customer base.

6.0 HRA Capital

6.1 HRA capital expenditure for the year amounted to £4,991k against a current budget of £4,913k, an overspend of only £78k. Due to the constricted resources available to finance capital expenditure within the HRA this overspend will reduce the programme available in 2006/07.

7.0 DEANE DLO

7.1 During the year the Deane DLO made a net surplus of £70,419. The balance on the DLO Reserve as at 31 March 2006 will be £385,641.

7.2 A summary of performance for both 2004/05 and 2005/06 is shown below.

Deane DLO	Surplus/(Deficit) 2004/05 £	Surplus/(Deficit) 2005/06 £
Highways	16,628	(40,566)
Grounds Maintenance	35,600	(9,404)
Building Maintenance	20,963	169,737
Cleansing	37,791	(49,348)
Total	110,982	70,419

7.3 During 2005/06 the DLO underwent some major changes to the way in which overheads were recharged to its individual trading arms. As a result the figures shown above for 2005/06 are not on a strictly comparable basis with 2004/05. Hourly rates for 2006/07 have now been recalculated to take into account the revised allocation methods.

8.0 CORPORATE STRATEGY 2005/08

8.1 The Objectives of the Council, together with the Key Actions to attain them, were listed within the Corporate Strategy and Performance Plan 2005-2008, approved by the Executive on 22nd June 2005.

8.2 Progress for the year (April 05 – Mar 06) against these 24 objectives is good. Details are reported in Appendix C of this report and summarised as follows:

Corporate Objectives	
On Course ☺	20 (83%)
Off Course ☹	1 (4%)
Partially Completed or Action Pending ☺	3 (13%)

9.0 PERFORMANCE INDICATORS 2005/06

9.1 The monitoring for the period 1st April 2005 to 31st March 2006 included a total of 68 statutory and local performance indicators. Based on actual results for the year, performance has been good:

Performance	Statutory	Local	Total
On-Target ☺	28 (54%)	9 (56%)	37 (54%)
Off-Target ☹	24 (46%)	7 (44%)	31 (46%)

Although performance against targets has not been as good as last year (when we had 60% on target) this is inevitable, as we set more stretching targets and the scope for improvement decreases.

- 9.2 The performance indicators and targets are those, which were set in the Council's Corporate Strategy and Performance Plan 2005-2008.
- 9.3 Details in respect of indicators off-target are detailed in Appendix D.
- 9.4 This Council, together with all the Somerset Districts, has been contributing to a Local Public Service Agreement between central government and Somerset County Council. The agreement is to achieve greater performance improvement than that which would normally be expected in certain government determined functions. In addition to improved services, the contributing councils can receive a reward grant if they deliver the agreement. One element of the agreement concerns a basket of 7 performance indicators. The final figures have yet to be audited, however we have easily exceeded our target. This information will now be collated with the other District Councils performance by the County Council. If we have all achieved our targets, we will be awarded a share of the reward grant by the County Council. Appendix E provides more details.

10.0 EFFECT ON CORPORATE PRIORITIES

- 10.1 As this report covers all aspects of the Council's performance, all corporate priorities are affected.

11.0 RECOMMENDATION

- 11.1 The Executive is requested to:
 - a) Note the draft outturn positions on revenue and capital for both the General Fund and Housing Revenue Account for 2005/06.
 - b) Recommend Full Council approve the General Fund underspend of £44,764 be earmarked for potential additional Concessionary Travel costs within 2006/07.
 - c) To note the performance against targets for both the Corporate Strategy and Performance Plan for 2005/06.

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Background Papers:

Executive 08 February 2005, Revenue Budget Setting 2005/06
Review Board 26th January 2006, Joint Performance Monitoring Report (Budget and Corporate Strategy) 2005/06
Review Board 23 March 2006, Third Quarter Performance Monitoring Report 2005/06

Appendix A

**TAUNTON DEANE BOROUGH COUNCIL
GENERAL FUND REVENUE OUTTURN 2005/06**

Actual 2004/05 £	Portfolio	Original Estimate 2005/06 £	Current Estimate 2005/06 £	Actual Expenditure 2005/06 £	Variance £
(10,000)	Communications	10,560	560	22,690	22,130
624,246	Community Leadership	445,460	462,330	485,971	23,641
1,560,038	Corporate Resources	1,496,000	2,086,720	1,641,042	(445,678)
1,297,448	Economic Dev. Property & Tourism	1,210,980	1,363,570	1,483,290	119,720
3,989,438	Environmental Services	4,022,580	4,038,630	4,148,007	109,377
1,469,916	General Services	1,633,200	1,670,880	1,986,852	315,972
1,878,233	Housing Services	2,239,220	1,867,220	2,137,053	269,833
4,026,244	Leisure, Arts & Culture	3,309,110	3,489,060	3,658,661	169,601
584,197	Planning Policy & Transportation	209,600	228,640	754,454	525,814
15,419,760	Total Service Expenditure	14,576,710	15,207,610	16,318,020	1,110,410
30,870	Revenue Financing of Capital	132,450	132,450	0	(132,450)
(3,168,522)	Asset Management Revenue Account	(2,239,290)	(2,690,180)	(3,396,316)	(706,136)
157,961	Contribution to DLO Reserve re AMRA	66,650	125,050	156,899	31,849
(660,606)	Loans Fund Principal	(442,420)	(442,420)	(647,521)	(205,101)
47,228	Contribution to V & P Account	32,750	32,750	28,272	(4,478)
(705,027)	Interest Income	(622,160)	(622,160)	(762,363)	(140,203)
(146,461)	Contribution from General Fund Balances	0	(238,410)	(193,646)	44,764
10,975,203	Authority Expenditure	11,504,690	11,504,690	11,503,345	(1,345)
25,750	Special Expenses	26,520	26,520	26,520	0
11,000,953	Borough Expenditure	11,531,210	11,531,210	11,529,865	(1,345)
305,213	Parish Precepts	316,552	316,552	316,552	0
11,306,166	Budget Requirement	11,847,762	11,847,762	11,846,417	(1,345)
(2,824,141)	Contribution from NNDR Pool	(3,032,288)	(3,032,288)	(3,032,288)	0
(3,675,969)	Revenue Support Grant	(3,739,152)	(3,739,152)	(3,737,807)	1,345
27,217	Surplus on Collection Fund				
8,435	Community Charge				
	Council Tax	21,312	21,312	21,312	0
4,841,708	Net Expenditure to be Raised by Council Tax	5,097,634	5,097,634	5,097,634	0

GENERAL FUND RESERVE BALANCE 2005/06

1,568,113	Balance b/f 1 April	1,485,850	1,485,850	1,485,850	0
64,198	Transfer from Provisions and Reserves	91,160	91,160	91,160	0
0	Supplementary Estimates Agreed 05/06	(542,320)	(542,320)	(542,320)	0
0	Monies returned to Reserves	203,910	203,910	203,910	0
0	Contribution from Deane Helpline	100,000	100,000	100,000	0
(146,461)	Contribution from GF Balances	0	0	44,764	(44,764)
1,485,850	Balance c/f at 31 March	1,338,600	1,338,600	1,383,364	(44,764)

Appendix B

**TAUNTON DEANE BOROUGH COUNCIL
HOUSING REVENUE ACCOUNT 2005/06**

Actual 2004/05 £		Original Estimate 2005/06 £	Current Estimate 2005/06 £	Actual 2005/06 £	Variance £
		(1)	(2)	(3)	(4)
	<u>Income</u>				
15,954,720	Dwelling Rents	16,408,890	16,528,890	16,587,354	58,464
432,720	Non Dwelling Rents	413,200	413,200	433,484	20,284
387,410	Charges for Services/Facilities	387,060	437,060	457,244	20,184
213,370	Contribution towards expenditure on estates	215,500	215,500	215,073	(427)
(4,195,790)	Government Subsidy	(3,846,070)	(3,782,070)	(3,725,376)	56,694
239,360	Subsidy-Housing Defects Act	87,150	87,150	87,150	0
442,050	Supporting People	530,000	530,000	436,915	(93,085)
13,473,840	Total Income	14,195,730	14,429,730	14,491,844	62,114
	<u>Expenditure</u>				
3,603,410	Management General	4,341,890	4,305,890	4,186,344	(119,546)
4,583,980	Maintenance	4,910,250	5,047,250	4,937,888	(109,362)
68,420	Rent Rebates – contribution to GF	81,860	81,860	10,563	(71,297)
(28,400)	Provision for Bad Debt	0	0	18,499	18,499
11,995,090	Capital Charges-interest	12,885,630	12,885,630	13,111,191	225,561
3,288,720	Capital Charges-depreciation	3,427,320	3,427,320	3,427,296	(24)
60,080	Debt Management expenses	21,430	21,430	74,519	53,089
23,571,300	Total Expenditure	25,668,380	25,769,380	25,766,300	(3,080)
10,097,460	Net Cost of Services	11,472,650	11,339,650	11,274,456	(65,194)
(11,995,090)	Capital Charges-interest	(12,885,630)	(12,885,630)	(13,111,191)	(225,561)
844,890	Loan Charges-interest	843,030	871,020	821,392	(49,628)
(137,750)	Interest Receivable	(86,310)	(86,310)	(99,850)	(13,540)
(1,190,490)	Net Operating Expenditure	(656,260)	(761,270)	(1,115,193)	(353,923)
	<u>Appropriations</u>				
400,000	Transfer to Stock Options Reserve	175,000	190,000	190,000	0
257,340	Revenue Contributions to Capital	700,000	1,200,000	1,201,450	1,450
(533,150)	(Surplus)/Deficit	218,740	628,730	276,257	(352,473)

Working Balance

Balance b/f 1/4/2005	1,844,810	2,285,641	2,285,641	0
Net surplus 2005/06	-218,740	-628,730	-276,257	+352,473
Balance c/f 31/3/2005	1,626,070	1,656,911	2,009,384	

CORPORATE STRATEGY ACTION PLAN – JANUARY TO MARCH 2005/06 UPDATE**ECONOMY**

Key Actions	Progress to 31 st March 2006
OBJECTIVE Ec1: Develop the planning framework to enable the Vision for Taunton to be achieved	
Action Pending ☺	
2005/06 Pre-submission consultation on Preferred Options and proposals for Core Strategy and Taunton Town Centre Area Action Plan (TTCAAP)	The timetable for the Local Development Strategy (LDS) has been agreed by the Executive and GOSW. Due to delays in the submission of the Regional Spatial Strategy (RSS), it was agreed to separate the TTCAAP from the Core Strategy to ensure that the TTCAAP is completed on time. The new timetable for the Core Strategy and consultation is currently under consideration.
2005/06 Consultation on Preferred Option for TTCAAP	For the reasons set out above the consultation on the preferred option will now be carried out in October/November 2006.
2005/06 Consultation on Preferred Option for Core Strategy	The knock-on effect of the RSS delay could delay the submissions to the Secretary of State from Sep 06 to Dec 06. The Core Strategy submission is now likely to follow 3-6 months after the TTCAAP.
2007/08 Adopt the Core Strategy	The LDS is reviewed annually and these dates may be subject to change.
2007/08 Adopt the TTCAAP	On course. The LDS is reviewed annually and these dates may be subject to change.

Key Actions	Progress to 31 st March 2006
OBJECTIVE Ec2: Develop key sites to bring about the Vision for Taunton On Course ☺	
2006/07 Relocate livestock and stall markets to free-up current sites for development	There is now agreement from Market Auctioneers that they will vacate the current market site in Firepool by March 2007. Discussions continue regarding the relocation of the market to the site near Junction 26.
2007/08 Commence redevelopment of former livestock market site	We have granted planning permission for the relocation of the livestock market. The 'Vision Delivery Team' which commenced in August 05 has produced a detailed project plan. Discussions are underway with developers concerning proposals for adjacent sites within the Firepool development.
OBJECTIVE Ec3: Ensure that the social benefits of the Vision for Taunton are realised for the wider community On Course ☺	
2005/06 Incorporate social benefits into the second Taunton Deane Community Strategy	We have undertaken a baseline analysis of our existing partnerships and action plans for our two most deprived wards in the Borough. We are developing strategies for these two wards to be completed by December 06. A sub group of the Vision Delivery Team continues to look at employment skills and training. The first phase of consultation on the second District Community Strategy, combined with LDF consultation was completed in May 06.
OBJECTIVE Ec4: Publicise and promote the Vision for Taunton, and Taunton Deane Borough, locally, regionally, nationally and internationally On Course ☺	
2005/06 Agree a marketing and promotion strategy for Taunton Vision with key partners	Lionheart Consultants have been appointed to brand and publicise the 'Vision for Taunton'. This was completed in March 06. A media and public relations sub group have been introduced to produce a detailed strategy surrounding the Vision for Taunton. The Ec Dev Unit is working with the Vision Team and Town Centre Manager to produce

	a detailed program for marketing and promoting site opportunities by Sept 06.
OBJECTIVE Ec5: To encourage businesses to start up and grow in Taunton Deane On Course ☺	
2005/06 Identify land and funding mechanisms to enable adequate supply of serviced land for businesses	We continue to identify land and funding mechanisms for the provision of small business start up units. We are on course for completing this work for Priorswood. Work at Wiveliscombe is expected to be the subject of planning applications in June 06. Work on a group of small industrial units at Blackdown Business Park, Wellington commenced in April 06.
2005/06 Business Improvement District (BID) agreed and implemented	The 'Town Centre Partnership' has been replaced by the 'Taunton Town Centre Company' from the 1 st Sept 2005. A BID Project Group has been created to develop a BID submission by June 07. The BID has been identified by government as a priority location.
OBJECTIVE Ec6: To target resources to areas of greatest need in the Borough On Course ☺	
2005/06 - 2006/07 Work with partners to establish strategies for Taunton East and North Taunton	Consultants have completed a baseline analysis of North Taunton and Taunton East. This work will enable us to target our resources to these areas of greatest need in the Borough. Consultation will be combined with LDF consultation and commenced in March 06. Strategies for these two wards will be completed by December 06. The Economic Development Unit has been working closely with North Taunton partnership and East Taunton Development Trust to develop action plans covering the period April 06 to March 08.

TRANSPORT

Key Actions	Progress to 31st March 2006
OBJECTIVE T1: To lobby and work with others to ensure the strategic transport investment necessary to fulfil Taunton's role as a PUA	
	On Course ☺
2005/06 Lobby the Strategic Rail Authority and relevant train operating companies	Responses to new franchise proposals have been made, lobbying to ensure Taunton continues to receive a good train connection service.
2005/06 Continue to lobby to ensure the dualling decision for A358 is a regional priority	We continue to lobby to promote the dualling of the A358 as a regional priority. The RSS was submitted to the Secretary of State in March 06 and includes the A358 in the priority list of regional schemes.
OBJECTIVE T2: Reduce the growth of traffic congestion in Taunton	
	On Course ☺
2005/06 Complete the North West Taunton Package: <ul style="list-style-type: none"> • Silk Mills bridge open • Park & Ride constructed • Bus lanes and bus gate in place 	The Silk Mills Bridge opened in October 05 and the Park and Ride and Bus gate became operational in November 05. The Wellington Road Bus Lane is a complementary scheme to the North West Taunton Package and is likely to operate next year, following further detailed work and analysis.
2005/06 Review our car park strategy	We have engaged Atkins as consultants to review the Car Park strategy for Taunton, and this includes procurement. The first draft report is available in May 06 to take to the Executive in July 06. We continue to work in partnership with Somerset County Council in taking forward the Vision for Taunton.
2005/06 – 2006/07 Lobby for completion of the Ruishton Link of the Wessex Sustrans Cycle route	We are working with Sustrans and currently face land ownership issues. A CPO will be necessary to complete this.
2005/06 – 2007/08 Lobby to ensure delivery of actions in the	We make regular reports to the Strategic Planning, Transportation and Economic Development (SPTED) Review Panel.

Congestion Protocol	Congestion alleviation actions are implemented through the Local Transport Partnership with SCC.
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Key Actions	Progress to 31 st March 2006
OBJECTIVE T3: To improve the choice and availability of accessible public transport options, particularly for rural and disadvantaged people On Course ☺	
<p>2005/06</p> <p>Review accessible transport partnerships and initiatives to meet community needs</p>	<p>The demand responsive bus service for Churchinford, Buckland St Mary and Otterford was launched at the start of Aug 05. The Pilot Scheme for demand responsive accessible services is on course to be provided by Taunton Deane Community Transport. A Strategic review of the Community Transport Plan for Somerset is being made by SCC. The Corfe car share scheme will be trialled a year later than planned, in Oct 06.</p>
<p>2005/06</p> <p>Work with local communities within Community Planning and Local Development Framework</p>	<p>The Statement of Community Involvement details how we involve local communities. The consultation will feed into the Core Strategy and Town Centre Area Action Plan, as well as the community Strategy Review and plans for North and East Taunton.</p>

CRIME & DISORDER

Key Actions	Progress to 31 st March 2006
OBJECTIVE C1: To identify, measure and reduce anti-social behaviour in our communities On Course ☺	
2005/06 Evaluate, review and amend programmes of diversionary activities	Tone Leisure is involved in delivering a number of projects for young people, through Crime and Disorder Reduction Partnership funding. The Youth Offending Team and Youth Service are also responsible for delivering programmes of diversionary activities; these typically include sporting and/or educational opportunities.
2005/06 Work with partners to fund additional PCSOs and extend geographical areas	In partnership we now employ five Police Community Support Officers (PCSOs). The challenge is the implementation of neighbourhood policing and funding additional resources needed for this.
2005/06 Employ an officer to tackle Anti-Social Behaviour through Crime & Disorder Reduction Partnership	We now have a dedicated Anti-Social Behaviour co-ordinator who is employed through Home Office funding. Duties and responsibilities include: <ul style="list-style-type: none"> • Implementing an Anti-Social Behaviour database and subsequent recording of incidents • Ensuring youth service provision is delivered across Taunton Deane • Serving on Local Action Teams
2005/06 Deploy relocatable CCTV system	A relocatable CCTV system has now been successfully implemented. In order to roll out the system all parishes and LAT's have been sent an explanation of the system with an invitation to apply for its use. This will be deployed according to identified need.

Key Actions	Progress to 31st March 2006
<p>2005/06</p> <p>Launch new Crime and Disorder Reduction Strategy 2005/08</p>	<p>A strategy update in April 06 is no longer required. A special feature will appear in Deane Dispatch in April 06 to update communities on progress.</p>
<p>OBJECTIVE C2: To use our influence in all that we do to reduce crime and disorder On Course ☺</p>	
<p>2005/06</p> <p>Licensing Committee to review licences where anti-social behaviour has been deemed to exist</p>	<p>The Licensing Act went live on the 24th November 2005. From this date the Licensing Committee has become responsible for reviewing licenses where anti-social behaviour exists. No significant anti-social behaviour has been identified this year. Where premises are not meeting one of the four Licensing Objectives, the Responsible Authority can seek a review of the premises license.</p>
<p>2005/06</p> <p>Deliver Section 17 Crime & Disorder Action Plan for all our services</p>	<p>A section 17 audit was carried out for all Heads of Service areas, and subsequent actions form part of the 2006/7 Heads of Service Plan. This audit will be repeated again in September 06.</p>

HEALTH

Key Actions	Progress to 31 st March 2006
OBJECTIVE H1: To meet the requirements of those with greatest housing need <p style="text-align: right;">On Course ☺</p>	
<p>2006/07</p> <p>Enable a total of 1,310 new build social housing units between 2002 and 2011 at an average of 131 per annum</p>	<p>With existing Section 106 agreements and windfall sites, we should meet this stated target; however it is dependent on developers delivering their programmes.</p> <p>Following the ARK housing needs survey and report the target has been revised to 197 housing units per annum until 2008 and will then increase again.</p>
<p>2005/06</p> <p>Carry out a revised Housing Needs Survey in partnership with other Somerset Districts</p>	<p>The original deadline of July 05 was extended due to expanding the survey brief. The results from the Housing Needs Survey were delivered in October 05 and from the Gypsies survey in December 05. The results of these will be used to develop Local Plans and to influence affordable and general housing targets in 2008.</p>
<p>2005/06 - 2006/07</p> <p>Prevent homelessness and provide temporary accommodation through a partnership Homeless Prevention programme</p>	<p>The Homeless Prevention programme is mostly on track, with annual multi-agency meetings, a new Housing Options team, four new one unit homeless hostels in Wellington and a reduction in B&B costs. Plans for three private sector leasing maisonettes in Wellington have now been completed. An unsuitable hostel in South Road has been sold at the end of March 2006. Two purpose built properties are being built at Snedden Grove, one two bedroom and one three bedroom property.</p>

OBJECTIVE H2: To support the health needs of vulnerable people through advice, grants and loans on home energy, maintenance and independent living.

Action Pending ☹

Key Actions

Progress to 31st March 2006

2005/06

Carry out a Private Sector Stock Condition Survey based on the Decent Homes Standard with other Somerset Districts

There is a twelve month delay in agreeing the requirements and criteria of the Stock Condition Survey, between the five District Councils. This is not likely to be completed now until March 2007.

2005/06

In partnership with South Somerset District Council set up and operate the new Home Improvement Agency

There were some delays in setting up the Home Improvement Agency, however it was fully in place by March 06. Staff recruitment for the agency has been completed and grant-spend and loans made are on target. The Handyman scheme went live from September 05.

2005/06 – 2007/08

Deliver the campaign to reduce fuel poverty in Taunton Deane by 2011

This is currently on target as is the target to help 100 people per annum out of fuel poverty. The Centre for Sustainable Energy is currently administering the Somerset Warm and Well scheme, and other available schemes.

OBJECTIVE H3: To contribute to the physical and mental health and well-being of our residents in partnership with other key organisations

On Course ☺

2005/06

Develop Partnership Plans to raise physical activity in the Borough:

Expansion of Vibe Sport to Blackbrook

The expansion of Vibe Sport to Blackbrook has now received funding. This scheme runs on Saturday evenings with effect from October 2005 for one year.

2005/06

Play and hard court areas opened at Victoria Park

Planning permission has been received for this project. Work on the two play areas commenced in Jan 06 and was completed by end Feb 06. The Play and Hard Court Areas at Victoria Park opened for the Easter half term.

2005/06

Multi Use Games Area opens at North Curry

Installation of a Multi Use Games Area at North Curry was completed on schedule and available for use from November 2005.

<p>2005/06 – 2007/08</p> <p>Achieve Green Flag Award status for public open spaces</p>	<p>Victoria, Vivary and Wellington Parks have now all received the Green Flag Award status for public open spaces. We reapplied for the 3 named parks and encouraged one community application for a Green Pennant by the Frieze Hill Community Orchard Group. The outcome of this will be known in July.</p>
<p>2005/06</p> <p>Improve facility provision on 3 other public open spaces per year</p>	<p>Improved play and activity facilities were completed in August 2005 for Blackthorn Gardens in North Taunton. A further three parish play area grants have been approved to enable rural areas to improve their play and activity provision (North Curry, Stoke St Gregory and Comeytrove).</p>
<p>OBJECTIVE H4: To improve the health and well-being of our staff On Course ☺</p>	
<p>2005/06</p> <p>To develop and promote the Get-Active scheme</p>	<p>Staff are entitled to use one hours work time a week to take advantage of one of 31 different activities across the Tone Leisure sports centres (£1 a session.) Additionally there are free swimming, running and cycling sessions.</p> <p>Currently over 100 staff are signed up to this. Take up will also be monitored in a staff satisfaction questionnaire (scheduled for Sept 2006).</p>
<p>2005/06</p> <p>To run a smoking cessation course for staff</p>	<p>A further seven-week course was delivered in Jan/Feb of 2006 with 14 attendees.</p>
<p>2005/06</p> <p>To encourage staff to walk and cycle to work</p>	<p>Cycling has been incorporated into the Travel Plan (Review Board Aug 05) and includes actions to further promote the use of cycling and walking.</p> <p>New staff parking arrangements will commence in June 06 which will encourage staff to walk or cycle at least one day a week. A new cycle shed will be installed by end of May 06.</p>

ENVIRONMENT

Progress to 31st March 2006	
OBJECTIVE En1: Manage a clean and safe environment On Course ☺	
2005/06 Review methods of service delivery to achieve greater improvements	There has been a fundamental review of the Waste Service, with the launch of Sort It! In the areas where we are delivering it, recycling rates are amongst the highest in the country. Collections for Phase 3 will start in the beginning of May 06. All other homes in Taunton Deane will be part of the scheme by October 2006.
OBJECTIVE En2: Protect and enhance the quality of our physical environment On Course ☺	
2006/07 Agree Norton Fitzwarren flood alleviation scheme with developers	The design work for the scheme is almost complete and tenders are under discussion. The work on this has been postponed for the year due to the presence of Great Crested Newts. A consortium of builders is now the client. Construction is expected to start in February 2007.

DELIVERY

Progress to 31st March 2006	
Key Actions	
OBJECTIVE D1: Deliver services in line with our corporate priorities On Course ☺	
Feb Each Year Priority and non-priority services are delivered against budget and performance criteria	A Members workshop (Aug 05) reviewed our future priorities and non-priorities and this was reflected in the revised budget. The Corporate Strategy 2006-09 was approved in Feb 06 and is very outcome-focused against our corporate priorities.
2005/06 Investigate a Joint Venture Company with SCC for providing support services	We have short-listed 3 private sector organisations to join us as a strategic partner in the ISiS Programme. They are: <ul style="list-style-type: none"> ○ BT (leading a consortium bid with CGI Group & Carillion) ○ Capita ○ IBM (leading a consortium bid with Serco & Atkins) The next three months will be spent discussing and negotiating with each of the bidders and determining which is the best suited for our requirements. This will involve

	meetings with key managers, staff and members. They will then be asked to submit a formal bid at the end of June. Bids will be due back in September and we hope to be in a position to select a Preferred Bidder in November.
2006/07 Determine the future of the Councils housing stock	The Council will consult 'face to face' with as many tenants as possible over the summer. In Autumn, we will do market research to determine whether tenants feel informed enough to vote over Stock Transfer. If tenants are then we will hold a ballot in Spring 2007.
OBJECTIVE D2: Effectively manage and improve our performance On Course ☺	
2005/06 and Annually Delivery of full pilot year of Heads of Service Plans and Operational Plans and build in annual review process	Heads of Service plans were approved by CMT and then later by Review Board in April 06. These plans reflected the Corporate Strategy and the agreed budget and also led on to the development of Operational Plans for managers.
2005/06 Improve performance monitoring by introducing a 'Dashboard' of measures comprising corporate themes, all strategic plans and outcome focussed local PIs	A 'Dashboard' has been introduced that links the Corporate Strategy outcomes to performance indicators and relevant financial information. This will be reported to CMT and Review Board quarterly in 2006/07 and it is hoped that this will encourage better scrutiny of performance
Key Actions	Progress to 31st December 2005
2005/06 Develop a programme of learning from other organisations and sharing good practices within the Council	A Leadership Centre within the council will commence in June 2006. Part of its remit will be to encourage greater learning outside the organisation. We are working with the Leadership Centre for Local Government which will include sharing good practice.
2005/06 Develop our Scrutiny function	The Scrutiny and Performance Manager and the Scrutiny Officer were recruited and in post from January 2006. They are working closely with Member Services and councillors to develop a Project Plan to provide all-round improvement to the Overview and Scrutiny function. An approach and project plan for Scrutiny will be agreed with members in June 2006.

OBJECTIVE D3: Work in partnership to deliver shared priorities On Course ☺	
2005/06 The second Community Strategy will ensure alignment with the Vision for Taunton and will inform our Corporate Strategy and Service Planning	We are on-course to complete the second Community Strategy by December 2006. We will ensure it is aligned with the Local Authority Agreement (LAA), which started on the 1 st April 06.
2006/07 Revise structures for grants and Service Level Agreements (SLAs) with voluntary and community sector organisations	TDBC has worked with members of the voluntary and community sector to develop the voluntary sector compact due to be launch in July 06 which formalises funding arrangements. SLAs are due to be reviewed by October 2006.
2005/06 Services will be delivered through key partnerships	The Crime and Disorder Reduction Partnership funding for 2005/06 has been successfully allocated to appropriate projects. A review of partnership arrangements in view of LAA, and Community planning arrangements are to be agreed and in place by December 2006.

Key Actions	Progress to 31st March 2006
OBJECTIVE D4: Meet our minimum statutory requirements On Course ☺	
2005/06 Heads and Operational Plans will detail mandatory and non-mandatory areas	The Heads and Operational plans are in place and have been improved following learning from Year 1.
OBJECTIVE D5: Develop, motivate and empower staff to reach their potential Action Pending ☹	
2005/06 Carry out a second staff satisfaction survey	The target date for the second survey has been delayed due to the implementation of new car parking arrangements for staff. It is proposed to reschedule the survey for Sept 06.
2006/07 Reduce sickness absence through various initiatives	Sickness levels fell from 12.6 to 11.6 days per FTE in 2005/06. Improved sickness statistics are now available to management. A series of workshops are being launched in May/June 06 for managers to reinforce

	<p>understanding of the absence policy and ensure its consistent application across the authority.</p> <p>We are exploring the possibility of using an independent healthcare organisation to support us in managing the early stages of absence.</p> <p>We are piloting a national project with the Health and Safety Executive examining stress at work with all staff.</p> <p>We have recently launched an Employee Assistance programme which gives all employees access to a free telephone helpline with limited counselling.</p> <p>We are providing training for staff on a number of health related issues including smoking cessation; coping with pressure; work life balance.</p>
<p>OBJECTIVE D6: Respond to customers needs and promote equality of opportunity in all that we do</p> <p style="text-align: right;">Off Target ☹</p>	
<p>2005/06</p> <p>Achieve level 2 of the Equality Standard for Local Government (Sept 05)</p>	<p>The target for achieving Level 2 of the Equality Standard by March 2006 has not been met due to the long term illness of a key staff member. Staffing levels are now re-instated and an action plan has been created to address the slippage. This means that Level 2 will now be achieved by March 2007</p>
<p>2006/07</p> <p>Achieve level 3 of the Equality Standard for Local Government (Sept 06)</p>	<p>We are aiming to achieve Level 3 of the Equality Standard for Local Government by March 2008. Compliance with will include monitoring our achievement at Level 2.</p>
<p>Key Actions</p>	<p>Progress to 31st March 2006</p>
<p>2007/08 – 2008/09</p> <p>Achieve level 4 of the Equality Standard for Local Government and planning for level 5 (Sept 07)</p>	<p>We are aiming to achieve Level 4 of the Equality Standard for Local Government by March 2009. In addition we will be making the necessary arrangements to plan for achievement of Level 5.</p>
<p>2005/06 and Annually</p> <p>Establish an annual corporate consultation plan</p>	<p>The Equalities Co-ordinators are working in conjunction with the annual consultation plan to ensure that equalities are incorporated within all consultation exercises.</p>

OBJECTIVE D7: Improve access to Council information and services**On Course ☺****2005/06**

Develop and implement a vision for Customer Access to Services

The Customer Access Strategy has been approved by the Executive. Work is underway on an implementation plan with Somerset County Council. We are reviewing examples of best practice and are looking at practical solutions which can be implemented before ISIS. Other areas are being looked at which may have financial implications so will need approval for additional resources. For example additional training or staff incentive schemes.

2005/06

Determine, publish and monitor corporate service standards

The corporate service standards are now called the Customer contact standards. The Customer Action Group will be debating these for approval by the end of May 06. These will then be sent to CMT in June and Resources Panel in July. The final document will go to SMT in Sept with a 3 month implementation from October 06.

MONITORING OF 2005/6 STATUTORY AND LOCAL PI'S

Details of Indicators Off-Target**BV 2a – The level (if any) of the Equality Standard for Local Government to which the authority conforms**

Target: Level 2	2004/05: Level 1	2005/06: Level 1
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BV 2b – The duty to promote race equality (Score against Compliance Checklist)

Target: 44.0%	2004/05: 42.0%	2005/06: 42.0%
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The target of meeting Level 2 of the Equality Standard by March 2006 has not been met due to the long term illness of a key staff member. Staffing levels are now re-instated and an action plan has been created to address the slippage. This means that Level 2 will now be achieved by March 2007.

BV 8 - The percentage of invoices for commercial goods and services, which were paid by the authority within 30 days of such invoices being received by the authority

Target: 100%	2004/05: 96.3%	2005/06: 97.56%
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There is a statutory government target of 100% for this PI. Where failure occurs the relevant manager is reminded of their responsibilities to promptly pass invoices forward for payment and notifying them of the statutory target. However, performance has improved from last year. We no longer have to set a national target of 100% so have set a more realistic but ambitious target for future years.

BV 9 – The percentage of council tax collected

Target: 98.1%	2004/05: 98.1%	2005/06: 98.0%
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We marginally missed this target by 0.1% due to a reduced amount of collection activity during the year resultant from resources being directed towards the system conversion project.

BV 11a – The percentage of top 5% of earners that are women

Target: 22.0%	2004/05: 22.0%	2005/06: 21.2%
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The number of women in senior management positions is the same as 04/05 although the number of Full Time Employees has increased. Job evaluations will be carried out in the next year and implemented in April 2007. This may have a positive effect on the number of women in the top 5% of earners.

BV 11b – The percentage of top 5% of earners from black and minority ethnic communities

Target: 2.5%	2004/05: 0.0%	2005/06: 0.0%
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To date the target has not been achieved. A new system has been created that allows us to monitor our external applications and if necessary make changes to our recruitment procedure. Future targets have been changed to reflect the % of black and minority ethnic communities in the local population to ensure that this target can be realistically met.

BV 12 – The number of working days/shifts lost due to sickness absence.

Target: 11.5 days	2004/05: 12.6 days	2005/06: 11.6 days
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We have just missed our target of 11.5 days but considerable improvement has been made in the last year to reduce sickness absence. A number of initiatives are being introduced to tackle the issue including workshops for managers and piloting a national project with the Health and Safety Executive examining stress at work with all staff. We have recently launched an Employee Assistance programme which gives all employees access to a free telephone helpline with limited counselling. We are providing training for staff on a number of health related issues including smoking cessation; coping with pressure; work life balance.

BV 14 – The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce

Target: 0.65%	2004/05: 0.7%	2005/06: 1.72%
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13 employees retired early in 2005/06, 9 of which were made redundant and due to their age they were able to claim pension allowance. Therefore the target was not achieved. Targets now remain static due to ISIS implementation in 06/07 which may have a knock on effect on early retirements.

BV 16.1 – The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition

Target: 3.5%	2004/05: 2.7%	2005/06: 1.97%
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To date this target has not been achieved. A new system has been created in resource link, this will allow us to monitor closely our external applications and if necessary make changes to our recruitment procedure.

BV 17a – The percentage of local authority employees from minority ethnic communities.

Target: 1.5%	2004/05: 1.4%	2005/06: 1.25%
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To date the target has not been achieved. A new system has been created that allows us to monitor our external applications and if necessary make changes to our recruitment procedure. Future targets have been changed to reflect the % of black and minority ethnic communities in the local population to ensure that this target can be realistically met.

BV 78b – Speed of processing:**(a) Average time for processing a new claim**

Target: 9.0 days	2004/05: 9.66 days	2005/06: 9.4 days
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We were on course to meet the target but our performance during quarter 4 meant we missed it this year. Reasons for this include the closure of offices over Christmas which particularly hit our turnaround PIs. Also our capacity to clear work was reduced by:

- Staff were required to have refresher training in January
- Resources were redirected from processing to assist in the creation of the Benefits Advice Team and to assist in data cleansing exercises as part of the systems conversion.

BV 82ai – The percentage of household waste arisings which have been sent by the authority for recycling

Target: 21.0%	2004/05: 16.9%	2005/06: 18.9%
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BV 86 – The cost of waste collection per household

Target: £37.29	2004/05: £31.53	2005/06: £42.92
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The roll out of the Sort It! Recycling scheme was slower than anticipated and therefore we did not meet our recycling targets this year. There has been enormous investment in recycling this year with the introduction of Sort It! And wheelie bins, and this will increase further to enable us to meet our recycling targets.

BV 109 – Percentage of planning applications determined in line with the Government's new development control targets to determine:**b) 65% of minor applications in 8 weeks**

Target: 70%	2004/05: 75.0%	2005/06: 68.7%
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c) 80% of other applications in 8 weeks

Target: 85%	2004/05: 88.1%	2005/06: 81.1
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The long term sickness of a key member of staff and a vacant position has resulted in this target being missed. Interviews are now taking place to fill the vacant position so it is anticipated performance will improve. However, due to a new IT system being installed, next years targets have been reduced to account for this.

BV 126.1 – Domestic burglaries per year, per 1,000 households in the Local Authority area.

Target: 6.0	2004/05: 6.7	2005/06: 6.25
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Although we missed the target, the rate of burglaries dropped from last year and is still lower than the national average

BV 157 – The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery

Target: 100%	2004/05: 79.0%	2005/06: 99.0%
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We achieved 485 out of 490 interactions. We hope to achieve the remaining 5 soon. This BVPI will be discontinued in 2005/06 but we will still be striving to deliver the underlying outcomes as they are strongly aligned with our ICT and Customer Access strategies.

BV 174 – The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population.

Target: 0	2004/05: 0	2005/06: 3
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The criteria for this performance indicator changed in 2005/06 to include incidents reported by housing tenants. Therefore the target set for this year was not met. Due to this change in criteria we are working in partnership with others to encourage the reporting of such incidents.

BV 179 – The percentage of standard searches carried out in 10 working days

Target: 100%	2004/05: 71.2%	2005/06: 98.5%
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We have shown an enormous improvement on 2004/05 but narrowly missed the target. Planning and building control were slow to return searches due to staff shortages in September and October. However, 100% returns were reported again in the months from November to March.

BV 183a – The average length of stay in bed and breakfast accommodation

Target: 4 weeks	2004/05: 3 weeks	2005/06: 5 weeks
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Although we have not met this target the number of families in bed and breakfast accommodation has reduced substantially. Future targets continue to be within the legal maximum of 6 weeks.

BV 184a – The proportion of LA homes which were non-decent at 1 April 2005

Target: 13.8%	2004/05: 22.4%	2005/06: 17.2%
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BV 184b – The percentage change in the proportion of non-decent dwellings between the start and end of the financial year.

Target: 27.5%	2004/05: 38.5%	2005/06: -24.9%
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The target of 13.8% was set with the evidence of our original data bases. However, following the Warranted Stock Condition Survey carried out by Savills, as part of the possible Housing Stock Transfer process, the data relating to Non Decent Homes has had to be amended. This has resulted in the need to revise the target for achieving Decent Homes each year. The particular aspect that was amended relates to the criteria 'Reasonable Degree of Thermal Comfort'. Previously, our data base had acknowledged that tenants with Partial central heating, who had been offered an upgrade to Full central heating but had declined the offer, were recorded as satisfying this criteria. However, Savills have recorded them as failing under the criteria and having discussed this at length it has been agreed to record them as failing. This has resulted in raising the total number failing which in turn means the targets each year have been amended.

BV 200b – Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?

Target: Yes	2004/05: No	2005/06: No
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By the third quarter of 05/06 it was clear that the milestones would not be met. A report was presented to SPTED on 5th December 2005 covering the reasons for slippage and proposing that new milestones are set. The report states that the Regional Spatial Strategy delays had a knock on effect to the work we were carrying out toward the milestones. The system is very new, so adjustments needed to be made and a learning process had to take place. Other authorities across the country have also experience this and needed to amend their milestones to make them more achievable.

BV 212 – The average time taken to re-let local authority housing

Target: 16.0 days	2004/05: 16.4 days	2005/06: 18.9 days
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The target for 05/06 was missed due to a team restructure. There was also an increase in the number of voids (approx 40 more properties last year) which slowed the process down. New realistic targets have been set to account for these changes.

LPI 10 – The percentage of telephone calls answered within 20 seconds

Target: 94.0%	2004/05: 93.9%	2005/06: 80.6%
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The targets were previously set considering only the calls answered through the Siemens central telephone exchange. We have now included the calls answered by both the Customer Services section and the Benefits Advice Team. Customer Services experienced staffing shortage problems during 2005/06 and an unexpected increase in calls, largely due to the launch of the Sort It! Scheme.

LPI 30 – Percentage of council tenants who have reported anti-social behaviour/neighbour nuisance in the past twelve months, satisfied with the service received

Target: 65%	2004/05: 64%	2005/06: 62%
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Performance was undermined by the effects of the comprehensive restructuring of housing services which took place from April 05, and the fact that a number of posts were not recruited until the end of the first quarter and beyond.

LPI 35 – Overall tenant satisfaction with repairs service

Target: 98%	2004/05: 97.8%	2005/06: 97.0%
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This target was narrowly missed this year. However, satisfaction with the service still remains high.

LPI 47 – Percentage of available commercial premises let

Target: 90%	2004/05: 93.8%	2005/06: 87.5%
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LPI 48 – Percentage of available industrial premises let

Target: 94%	2004/05: 100%	2005/06: 93.3%
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We currently have a number of vacant premises in our livestock market which is due for redevelopment. Therefore we are unable to offer new tenancies for these other than on a short term basis. This in turn is making the units difficult to let, although there is someone currently expressing an interest in renting one or two of the five vacant units. It should be noted that one we have a low number of commercial and industrial premises and that one un-let premise could make the difference in us missing our target

LPI 55 – Percentage of Audit plan achieved

Target: 95%	2004/05: 75%	2005/06: 77%
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This target has not been met due to extra administrative time getting the South West Audit Partnership (Launched April 2005) off the ground and subsequent staff training. The section was also understaffed for most of the year. The Audit Team has taken a risk management approach to its audits to ensure that all high-risk areas were audited

LPI 56 – Percentage of e-government national priority outcomes implemented to the ODPM criteria of “Good”

Target: 100%	2004/05: 56%	2005/06: 93%
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We have not hit the 100% target for a combination of reasons: Some rely on a partnership solution and we have been unable to jointly agree on these, others are waiting for new software systems to be implemented – e.g. new IBS Revenues and Benefits, Submit-a-Plan, upgrade to Front Office CRM system. LPI56 is to be discontinued, but we will still be striving to deliver the underlying outcomes as they are strongly aligned with our ICT and Customer Access strategies.

MONITORING OF LOCAL PUBLIC SERVICE AGREEMENT

PI No.	TAUNTON DEANE BC DISTRICT BASKET (Cost Effectiveness PIs)	Measure Type	2002/03 Base Year	2003/04 Performance Year 1	2004/05 Performance Year 2	2005/06 Performance Year 3	Improvement Shown as	Year 1	Year 2	Year 3	Weighting	Year 1	Year 2	Year 3
								2003/04	2004/05	2005/06		2003/04	2004/05	2005/06
								Perf. Index	Perf. Index	Perf. Index		Perf. Index	Perf. Index	Perf. Index
8	Percentage of Invoices paid within 30 days	%	96.2%	96.0%	97.0%	Actual 97.6%	Increase	0.998	1.008	1.012	14.29	14.26	14.40	14.4936
9	Percentage of Council Tax Collected	%	97.8%	97.9%	98.1%	98.0%	Increase	1.001	1.003	1.002	14.29	14.30	14.33	14.3149
66a	Local authority rent collection and arrears : proportion of rent collected	%	97.6%	97.8%	97.8%	98.3%	Increase	1.002	1.002	1.002	14.29	14.32	14.32	14.3882
78a	Average time for processing a new claim	No.	31.1	28.9	23.0	22.5	Decrease	1.078	1.261	1.377	14.29	15.40	18.02	18.2361
82a	Percentage of household waste arisings recycled	%	9.9%	14.5%	16.9%	18.9%	Increase	1.465	1.707	1.758	14.29	20.92	24.39	27.2727
109a	Percentage of major planning applications carried out in 13 weeks	%	29.0%	86.7%	80.7%	78.1%	Increase	2.990	2.783	2.655	14.29	42.71	39.75	38.4729
157	Percentage of interactions capable of electronic delivery which are delivered using paperless methods	%	50.0%	60.0%	79.0%	98.98%	Increase	1.200	1.580	1.560	14.29	17.14	22.57	28.2857
Total											100.00	139.04	147.78	155.46

This table shows our performance against the 7 PIs that make up TDDB's contribution to the cost-effectiveness element of the LPSA. Our total score for 2005/06 shows an average improvement of 55.46% against the 2002/03 base year across this basket, meaning we are comfortably meeting our LPSA stretch target. Further details are shown in para 3.4 of the report.

