



## EXECUTIVE

YOU ARE REQUESTED TO ATTEND A MEETING OF THE EXECUTIVE TO BE HELD IN THE PRINCIPAL COMMITTEE ROOM, THE DEANE HOUSE, BELVEDERE ROAD, TAUNTON ON WEDNESDAY 7TH FEBRUARY 2007 AT 18:15.

---

### **AGENDA**

1. Apologies
2. Minutes of the meeting of the Executive held on 10 January 2007 (attached)
3. Public Question Time
4. Declaration of Interests
5. Facilitating the Norton Fitzwarren Dam  
Joint Report of Head of Housing and Chief Solicitor (attached)
6. Corporate Equality Scheme  
Report of Equalities Coordinators (attached)
7. Pension Changes and the Implications for Taunton Deane  
Report of Strategic Human Resources Consultant (attached)
8. Task and Finish Review - Taunton Unparished Area Special Expenses Precept.  
Report of the Review Board's Task and Finish Group (attached)
9. General Fund Revenue Estimates 2007/08  
Report of Financial Services Manager (attached)
10. Housing Revenue Account, Revenue Estimates and Rent Levels, Deane Helpline and  
Deane Building DLO Account 2007/08  
Report of Head of Housing and Financial Services manager (attached)
11. Capital Programme 2007/08  
Report of Financial Services Manager (attached)
12. Council Tax Setting  
Report of Financial Services Manager (attached)
13. Proposals to Refresh the Corporate Management of the Council  
Report of Chief Executive (attached)

The following items are 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.

14. Proposals to Refresh Corporate Management of the Council - Appendix 5 - Clause 1
15. Land at Roughmoor - Clause 7  
Report of Strategic Director (attached)

G P DYKE  
Member Services Manager  
30 January 2007







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:



Tel: 01823 356410  
Fax: 01823 356329  
E-Mail: [g.dyke@tauntondeane.gov.uk](mailto:g.dyke@tauntondeane.gov.uk)

Website: [www.tauntondeane.gov.uk](http://www.tauntondeane.gov.uk) (Council, Executive, Review Board & Review Panel Agenda, Reports and Minutes are available on the Website)

## **Executive – 10 January 2007**

Present: Councillor Williams (Chairman)  
Councillors Bishop, Mrs Bradley, Cavill and Mrs Lewin-Harris

Officers: Mrs P James (Chief Executive), Ms S Adam (Strategic Director),  
Mr P Weaver (Head of Environment and Leisure), Mr T Burton  
(Development Control Manager), Ms J Sillifant (ISiS Project Manager)  
and Mr G P Dyke (Democratic Services Manager)

Also Present: Councillors Lisgo and Wedderkopp.

(The meeting commenced at 6.15 pm.)

### **1. Minutes**

The minutes of the meetings held on 6 December 2006 were taken as read and were signed.

### **2. Risk Management Strategy**

Reported that following extensive research together with newly devised tools for managing risk the Risk Management Strategy Policy and Procedures had been completely rewritten and updated.

The document had been assessed by the Audit Commission during the latest Direction of Travel audit and was considered to be an example of best practice. The Corporate Management Team had been consulted on the document and had endorsed it.

The Corporate Governance Committee had scrutinised this document at its December meeting and had recommended that the Executive adopt it as the Council's Strategy and Policy for the Management of Risk. A full copy of the Risk Strategy Policy and Procedures document had been circulated to all members of the Executive.

RESOLVED that the document be adopted as the Council's Strategy and Policy for the Management of Risk.

### **3. Improving Services in Somerset (ISiS) Programme Update**

The Executive had last considered progress on the ISiS Programme at its meeting on 5 April 2006 (Minute 31/2006 refers). At that meeting Members had received a presentation and had reviewed:

- The outline business case.
- The selection of shortlisted bidders.
- The options appraisal undertaken.
- Consultation arrangements.

- The next steps.

Since that time, Members had had the opportunity to hear from the shortlisted bidders directly via various presentations and to also hear a presentation on project progress at the December Members' Briefing. A further Members' Briefing, to which all Councillors had been invited, had been arranged for 30 January 2007.

An update was now submitted on the overall ISiS Programme, and in particular:

- The procurement process so far (including the ITN, evaluation and programme to closure).
- An update on the position of Avon and Somerset Constabulary.
- An update on Programme risks.
- An update on the external view of ISiS.
- The arrangements for managing the change process within Taunton Deane Borough Council.
- The Programme budget position.

RESOLVED that the updated position on the ISiS Programme be noted and both Officers and Councillors be thanked for the dedication and commitment shown to this project.

#### **4. Provision of Information Technology in Development Control**

Submitted report previously circulated which sought approval in principle to replace the current in-house software package for planning application recording, monitoring and historic data retention software with an established external software package.

The current Development Control processing software was installed in March 2006 and was anticipated to be the "next generation" of the planning application recording, monitoring and historic data retention which was initially developed in-house in 1985.

The national planning system was currently undergoing significant changes and unfortunately the existing software had not proved to be suitable.

The quality of the Service which was being provided to customers had declined and Best Value Performance Indicators had fallen. This had resulted in a reduction in Planning Delivery Grant received. The Council had gone from being one of the best performing authorities in the south west to being in the bottom quartile. In order to incorporate the necessary enhancement to make the system satisfactory to meet the current needs it was anticipated that a period of 18 months would be required. In view of the problems currently being experienced it was felt necessary to develop an external Planning software package. This would not only improve the Planning function but would assist greatly in delivery of a number of the Council's Corporate Priorities. It was anticipated that the project would progress through initial stages in preparing detailed specifications and finding out accurate costs.

RESOLVED that:

- (i) the proposal to replace the current in-house software applications for planning application recording, monitoring and historic data retention be agreed in principle;
- (ii) Council be recommended that a Supplementary Estimate from General Fund Reserves be made of £80,000. The ongoing revenue costs would be funded from within existing Development budgets.

(The meeting ended at 7.34 pm.)



## **EXECUTIVE MEETING, 7 FEBRUARY 2007**

### **FACILITATING THE NORTON FITZWARREN DAM**

#### **JOINT REPORT OF THE HEAD OF DEVELOPMENT AND CHIEF SOLICITOR TO THE EXECUTIVE ON 7 FEBRUARY 2007**

This matter is primarily the responsibility of Executive Councillors Mrs D Bradley and Mr C Bishop.

##### Executive Summary

The Taunton Deane Local Plan requires that a comprehensive off-site flood alleviation scheme be provided in order to facilitate the redevelopment of the former Cider Factory site at Norton Fitzwarren. The report below explains the basis of an Agreement between the Environment Agency, the Council and a consortium of developers whereby the Consortium would provide and fund an off-site dam to the north of the village, together with various works downstream of the dam, which will enable the redevelopment of the Cider Factory site whilst also affording protection to existing properties at risk of flooding. All costs will be borne by the Consortium. Subject to the signing of the Agreement, it is hoped the construction of the dam will commence by 1<sup>st</sup> April 2007. The Executive is asked to endorse the terms of the Agreement as set out in paragraph 2.6.

#### 1. Background Information

- 1.1 In September 1999 the Environmental Services Committee agreed to use its powers under the Land Drainage Act 1991 to provide a flood alleviation scheme for Norton Fitzwarren provided a satisfactory agreement is reached with the developer of the Local Plan development site (ie the former Cider Factory site) which lies within the 100 year floodplain.
- 1.2 The approved flood alleviation scheme involves the construction of an earth dam on the Halse Water to the north of Norton Fitzwarren. The dam would serve the dual purpose of affording some flood alleviation to existing properties in the village and enable development of the Cider Factory site.
- 1.3 The Borough Council commissioned Hyder Consultancy to design the dam and planning permission was secured on the Council's behalf in February 2003. Initially it had been assumed that the dam would be procured by the Borough Council with the costs being redeemed from the developers of the cider factory site. The Council incurred costs of c. £147,000 in commissioning the design work for the initial planning application.

- 1.4 Subsequent to the grant of planning permission for the dam, the cider factory site was acquired by a Consortium of developers, comprising Barratt Homes, Bellway Homes and Strongvox. A series of discussions took place between the Consortium, the Council and the Environment Agency resulting in agreement in principle whereby the dam would be procured directly by the Consortium to the satisfaction of the Environment Agency and Borough Council in its role as Land Drainage Authority. Under this approach all costs would be borne by the Consortium.
- 1.5 The Consortium then commissioned Hyder to produce the more detailed design specification for the dam, with scrutiny and control through an independent "Panel Engineer" (selected from a Government approved panel). This further work identified the need for some relatively minor amendments to the configuration of the dam, which resulted in the submission of a revised application which was granted permission in February 2006.
- 1.6 The planning permission requires that various advance works take place before the start of construction of the dam. These include the widening of the access lane leading to the site (Monty's Lane) and the creation of a pond for the translocation of great crested newts (a protected species) which are affected by the access requirements. These advance works have now been carried out.
- 1.7 It was hoped that construction of the dam would have commenced in May 2006. However the very cold spring resulted in a longer than normal hibernation period for the protected newts and the advance works to translocate the newts could not be completed in time. The dam needs to be constructed in the drier months between spring and early autumn and it was therefore necessary to postpone construction of the dam until the spring of 2007.
- 1.8 The Consortium has submitted a planning application for the mixed use redevelopment of the former cider factory site which is to be considered by the Planning Committee on 14 February 2007. The dam has to be in place before any new development can take place on the cider factory site and therefore it is important that the dam is built as soon as possible.
- 1.9 The provision of the dam will have major benefits:-
- It enables the provision of much needed housing and community facilities on the former cider factory site, helping to address the current shortfall in housing land;
  - It will alleviate the flood risk to 93 existing properties in the village (including 31 properties at Wassail View);
  - It will enable removal of a derelict eyesore in the centre of the village.

## 2.0 The Draft Agreement

- 2.1 The Consortium has reached a separate agreement with the landowners for the site of the dam which overcomes their objection to the scheme.

- 2.2 The dam is now to be built by the Consortium to the design and maintenance approval of the Environment Agency and independent Panel Engineer. Strictly speaking the Council need not be party to the Agreement, but the Environment Agency has asked for the Council's involvement as the Halse Water is not a 'main' river at the present time and therefore falls under the Council's responsibilities as the Land Drainage Authority. The Environment Agency will adopt the dam after a monitoring period of about 3 years. The Halse Water will then be upgraded to 'main' river and come under the Environment Agency's control. In the meantime the Environment Agency would agree to operate and maintain the dam at the Consortium's cost. In effect the Council will be a dormant partner and only be called to act in the extremely unlikely event of the construction works being abandoned prior to completion. The Council could then intervene to ensure that the works are made safe. Under the terms of the Agreement a bond would be secured to ensure that there is no risk or cost to the Council should this unlikely situation arise. Also, the Panel Engineer is retained throughout the monitoring period and can advise the Council on what would need to be done to make the unfinished dam safe.
- 2.3 The Environment Agency will only agree to adopt the dam if additional flood protection works downstream of the dam are funded by the Consortium. The dam on its own will reduce flood flows in the Halse Water by about half. It will protect 68 of the 93 existing properties in Norton Fitzwarren (77 houses and 16 caravans) that are currently at risk of flooding from 'the 1 in 100 year' event plus an allowance of an extra 20% for the effects of climate change. The remaining properties will benefit from less frequent and less severe flooding.
- 2.4 Additional works will be done in connection with the cider factory development that will protect a further 15 properties.
- 2.5 There remains 10 properties at Wassail View that will need some further works to protect them from flooding (referred to as "the residual works"). These works are likely to involve some minor earth bunding and/or low walls. The Environment Agency requires that protection from flooding to the 1 in 100 year (+ 20%) be afforded to all of these properties (93 in total) as part of this comprehensive flood alleviation scheme.
- 2.6 The terms of the Agreement are as follows:-
- The Consortium commissions and builds the dam and pays for all the design and construction costs.
  - The Consortium pays a commuted sum (up to a maximum of £1 million) to the Environment Agency for the maintenance of the dam.
  - The Environment Agency adopts the dam at the end of a 3 year monitoring period and upgrades the Halse Water to a 'main river' (which then falls under their control).
  - The Environment Agency maintains and operates the dam on behalf of the Consortium over the 3 year monitoring period.
  - TDBC has the power to intervene under its Land Drainage Act responsibilities to make safe the unfinished dam in the unlikely event of the Consortium or contractor not finishing the works (eg as a result of insolvency or leaving the site)

- A bond or other financial mechanism is secured to indemnify the Council against any risk or cost.
  - The Environment Agency agrees to implement the 'residual works' for the protection of existing properties at risk from the 1 in 100 year event (+20% allowance for climate change), funded by the Consortium. The Environment Agency accepts responsibility for future maintenance.
- 2.7 The Consortium will also reimburse the Council for the costs of the initial design work on the dam (c. £147k). This will be covered in the Section 106 Agreement for the Cider Factory site development.
- 2.8 Under these arrangements, the Council only becomes directly involved if work on the construction of the dam stops and the dam needs to be made safe. In all probability it will not be involved at all, other than signing the Agreement on these terms. The Council will be indemnified against all risks and costs.
3. Financial Implications
- 3.1 The costs of designing and constructing the dam have more than doubled since the preliminary estimates were prepared on behalf of the Council. At the time of land purchase the Consortium had assumed a total cost of c.£2.25million (excluding the 'residual works'). The current estimated cost is in excess of £6 million (including the 'residual works'). The initial estimates may have been over optimistic but much of the increase derives from the need to amend the design in response to current good practice.
- 3.2 None of these costs will be directly borne by the Council. However there is an indirect cost in that the amount available for Section 106 contributions from the development of the Cider Factory site is substantially less than it would otherwise have been. This is a matter for the Planning Committee. The main consequence is a reduction in the number of affordable housing units financed by the scheme – with 24 units proposed, compared to a target figure of 68 units (the development comprises 340 dwellings in total).
4. Conclusion
- 4.1 The Local Plan requires that a comprehensive flood alleviation scheme be provided prior to the redevelopment of the Cider Factory site. The Local Plan Inspector acknowledged that this could be achieved by an off-site dam on the Halse Water, which would have the benefit of reducing the flood risk to existing properties at Norton Fitzwarren. The provision of the dam and 'residual works' by the Consortium will facilitate the redevelopment of the brownfield Cider Factory site and provide flood protection up to the 1 in 100 year event (plus an allowance of 20% for climate change) for 93 existing properties in the village. It will release much needed housing land and remove a vacant and derelict site.
- 4.2 It is in everyone's interest that the flood alleviation scheme is provided as soon as possible. Subject to the signing of the Agreement, construction is intended to commence by 1st April with completion in the autumn of 2007. Any delay in the signing of the Agreement would delay construction by at least a year.

4.3 All costs will be met by the Consortium. The Council will be faced with a reduced affordable housing provision on the Cider Factory development owing to the increased costs associated with the flood alleviation scheme. The Head of Development considers that the benefits of this scheme outweigh the reduction in the number of affordable housing units. In short, without the flood alleviation scheme, no development will take place and no benefit is derived to the local community.

5. Recommendations

5.1 The Executive is recommended to agree to the Council entering into the Agreement on the terms set out in para 2.6 above.

5.2 Authority be given to the Head of Development and/or Chief Solicitor to approve any slight amendments to these terms, in consultation with the Executive Members for Environmental Services and Planning Policy and Transportation.

## **TAUNTON DEANE BOROUGH COUNCIL**

### **EXECUTIVE MEETING - 7 FEBRUARY 2007**

#### **REPORT OF THE EQUALITIES COORDINATORS**

##### 1. Purpose of Report

1.1 To ask the Executive to formally adopt as Council Policy the "Corporate Equality Scheme" document as circulated.

##### 2. Report Summary

2.1 The Corporate Equality Scheme (CES) sets out how the Council will meet its statutory public duties to promote equality and to eliminate all forms of direct or indirect discrimination.

2.2 Legislation requires public bodies to produce a Race Equality Scheme, a Disability Equality Scheme and (from April 2007) a Gender Equality Scheme. Rather than produce three separate schemes the CES brings these requirements into one comprehensive document.

2.3 The purpose of the CES is firstly to demonstrate the need to be proactive rather than reactive in meeting the needs of service users and employees. Secondly, to pull together the Council's commitments under the various equality strands. Thirdly, it provides the basis for a meaningful Equality & Diversity Action Plan to ensure delivery of Council services in an equitable way. The CES has been developed from the results of over forty Equality Impact Assessments (EIAs) carried out between September and December 2006.

2.4 It also provides an update on the progress TDBC is making towards its equality agenda. The work undertaken to produce the CES also mirrors the actions needed to reach Level 2 of the Local Government Equality Standard (target date March 2007).

2.5 Consultation on the Corporate Equality Scheme took place between 19 December 2006 and 24 January 2007.

2.6 The Community Leadership Review Panel have scrutinised the document at the 6 February meeting and verbal feedback on their views will be given at this meeting.

### 3. Recommendation

3.1 It is recommended that the Executive adopt this document as the Council's Corporate Equality Scheme.

Contact Officers: Harry Connery, Equalities Coordinator  
[h.connery@tauntondeane.gov.uk](mailto:h.connery@tauntondeane.gov.uk)  
(01823) 356553

Val Dale, Equalities Coordinator  
[v.dale@tauntondeane.gov.uk](mailto:v.dale@tauntondeane.gov.uk)  
(01823 356553)

Corporate Equality Scheme  
AND  
Corporate Equality Action Plan  
2007-2010

DRAFT



Equal  
Opportunities





DRAFT

# **Corporate Equality Scheme and Corporate Equality Action Plan 2007-2010**

Foreword by Chief Executive and Deputy Leader of the Council

Purpose of the Corporate Equality Scheme

Our communities

Vision, Business Principles and Core Values

Corporate commitment to equality

Equality progress as at 31 December 2006

Involvement of service users in development and consultation stages

Implementation and monitoring

Corporate Equality Scheme Action Plan

## **Appendices**

- A - General and Specific Duties for Race, Disability and Gender
- B - Schedule of Impact Assessments
- C - Best Value Performance Indicators
- D - Glossary of Terms and Acronyms

## Foreword

Taunton Deane Borough Council is committed to the promotion of equality and diversity throughout its functions for four key reasons:

Firstly, because 'equality' translates to 'quality'. If we conduct all our activities in a fair and equal way, we will improve the overall quality of our services

Secondly, that it is morally right to adopt an approach that supports the elimination of discrimination and promotes equality of opportunity for all

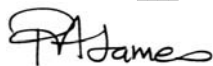
Thirdly, because there is now extensive 'equality' legislation that places a range of requirements on employers and service providers to meet these legal duties

And finally TDBC, as an organisation, benefits from the diverse culture, knowledge and experience brought by our staff and service users.

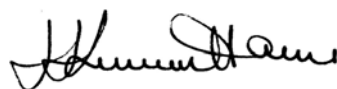
If we are to continue to make improvements we must set clear targets across the equality strands - actions that are systematically monitored for progress. The measurements of delivering a successful Corporate Equality Scheme will be:

- ❖ No significant disparity in service user satisfaction
- ❖ No significant disparity in public confidence
- ❖ No significant disparity in service outcomes
- ❖ No significant disparity in employee satisfaction and perception
- ❖ More representative workforce

We look forward to responding to the challenges ahead.



**Penny James**  
Chief Executive and  
Champion of Equality



**Joanna Lewin-Harris**  
Deputy Leader and  
Portfolio holder for Equality



# Corporate Equality Scheme

## Introduction

Taunton Deane Borough Council defines equality and diversity as acknowledging, respecting and valuing people's differences. Only by recognising and eliminating barriers that restricts access to public services can we achieve this. The purpose of the Corporate Equality Scheme (the Scheme) is firstly to demonstrate the need to be proactive rather than reactive in meeting the needs of its service users and employees. Existing and forthcoming equality legislation is welcome as it helps to provide a sense of directional focus for this work. The Scheme develops the framework within which the Council's commitments to the various equality strands will be gathered under one comprehensive document. Crucially, it provides the basis on which to develop a meaningful Equality and Diversity Action Plan to ensure delivery of Council services in an equitable way. The Corporate Equality Scheme will set out how the Council will meet its statutory public duties to promote equality and to eliminate all forms of direct or indirect discrimination.

## Legislation

The scheme must first consider the existing requirements placed upon it by equality legislation. Appendix A sets out what these duties are.

### **Race**

The Council's legal duties in terms of employment and as a public body are embodied in the Race Relations Act 1976 and the Race Relations (Amendment) Act 2001. The Council produced its second Race Equality Scheme 2005-2008, which incorporates how it will meet both the general and specific duties and can be found on its internet site.

### **Disability**

The Disability Discrimination Act 1995 structures how employers and service providers must take account of the requirements of people with disabilities. The Disability Act 2005 places a duty on public bodies to eliminate discrimination and promote equality between people with disabilities and those without.

### **Gender**

Gender legislation includes the Equal Pay Act 1970, Sex Discrimination Act 1975 and, most recently, the Equality Act 2006, which imposes a duty on public bodies to eliminate discrimination and promote equality between men and women.

### **Other**

Other recent equality legislation includes The Human Rights Act 1998, Gender Recognition Act 2004, Civil Partnership Act, 2005 and Article 13 (EC Treaty) Employment and Race Directives 2003 which sets out that employees must not be treated differently due to their sexual orientation, religion or belief, or age.

## Our Communities

Taunton Deane is a predominantly rural area with a population of around 104,000 people, with more than half living in Taunton itself. Only one other urban settlement, Wellington, has more than 10,000 inhabitants. The majority of the land area of the Borough is agricultural and sparsely populated, characterised by many small villages and hamlets. The Health Profile for Taunton Deane in 2006 indicates a prospering district with pockets of deprivation.

Although 5 years old, the 2001 Census still supplies the most accurate profile of Taunton Deane residents and provides useful information along with other sources. For example:

- The gender split for the borough is 49,204 male and 53,095 female
- there were 18,573 people in Taunton Deane living with a limiting long term illness which equates to 18.2% of the population (Health Profile for Taunton Deane, 2006)
- minority ethnic groups in Taunton Deane made up around 1.6% of the population. However, with changing patterns of movement in society, recent estimates indicate that this figure is now closer to 2.3%.
- 77,682 Taunton Deane residents gave Christianity as their faith/religion. Other faith/religions were Buddhist (168), Hindu (136), Jewish (69), Muslim (293), Sikh (33) and Other (398)
- There were 11 homophobic offences in Taunton and two in Wellington during 2005/06. Whilst homophobic incidents in the area are rare, when they do occur it is most likely to be in town centres in the evening, with victims being males in their early 20's.
- Taunton Deane has an older age profile than the South West or Britain as a whole with a population average age of 40.7 years (national average 38.6 years)

The Council recognises the potential for isolation, prejudice, discrimination and disadvantage among people of different ethnic and social backgrounds in Taunton Deane. It will be important to monitor take up of our services to ensure that we are able to engage with our different communities appropriately.

## Vision, Business Principles and Core Values

### Vision

To be a high performing Council, working in partnership to create a good quality of life for all Taunton Deane residents.

### Business Principles

We have established four essential principles which 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.

## Corporate commitment to equality

Taunton Deane Borough Council values diversity and believes that all people have the right to be treated with dignity and respect. We aim to promote equality of opportunity in our role as a service provider, policy maker, employer, purchaser of goods and services and elected leader in the local community.

In promoting equality of opportunity, we will oppose all forms of discrimination, whether on grounds of disability, gender, ethnicity, sexuality, age, marital status, religion, national origin or any other condition or requirement which may place a person or group at a disadvantage.

The Corporate Equality Scheme acknowledges that whilst the Council has made good progress in addressing equality and diversity issues, we still need to increase our efforts to ensure that discrimination, direct or indirect, is removed and that we are seen to operate in a fair and equitable manner for both staff and service users.

To help us achieve our aims the Council is committed to achieving the Equality Standard for Local Government. This is a 'kite mark' of quality and good practice and is awarded once an organisation achieves Level 5 of the Equality Standard. It is an externally verified award and can only be achieved by continual improvement, working through the different levels. TDBC is currently at Level 2 and working towards achieving Level 5 by 2009.

Links to other corporate documents...

### **Corporate Strategy 2006-2009**

The Corporate Strategy outlines what kind of organisation we want to be and the key aims that will help us achieve our objectives to improve quality of life and make a positive difference in our communities. The Vision, Business Principles and Core Values are set out on page 6 of this Scheme and incorporate our commitment to fairness and respect.

### **Equality Policy**

TDBC has a comprehensive Equality Policy, which is reviewed annually (last update June 2006). It makes clear our commitment as an employer, service provider, purchaser of goods and services and elected leader in the community. In addition it sets out the support measures we have put in place to deliver our promise, along with the key legislation and those who have responsibility for implementing and assisting with all aspects of the policy.

### **Race Equality Scheme 2005-2008**

This Race Equality Scheme follows on from the 2002-2005 scheme, which set the foundation for the Council's work in eliminating racial discrimination and promoting equality between people of different races. It outlines our legal duties and the issues we need to take into account as a service provider and employer. The scheme is backed by an action plan with measurable outcomes and target dates. Progress in delivering the RES is monitored on a quarterly basis as part of the Council's Performance Indicator BVPI2B (see appendix C)

### **Community Strategy**

The key local organisations and agencies in Taunton Deane have come together to produce the Sustainable Community Strategy for the District – meshing together their individual strategies and plans to create an overall Vision and set of quality of life priorities for the District.

The whole strategy is underpinned by its commitment to equality, diversity and social cohesion. It is a strategy for all in/of Taunton Deane and is focused on meeting the needs of the diverse communities of the District.

### **Housing Strategy**

The Housing Strategy 2005-2008 provides clear indicators of the way in which it mainstreams equality and diversity within its directional focus. The importance of Equality Impact Assessments are acknowledged as a tool in its work to gather the views of the 'hard to reach' groups overlooked by conventional consultation. It recognises the difficult issues inherent in addressing the needs of the homeless, the gypsy and traveller communities and providing affordable housing.

### **Workforce Plan**

TDBC's service delivery, like other organisations, is provided through the people it employs. Often we are guilty of not considering our most important asset in our business planning and this plan provides a framework to address this.

By making people management integral to our strategic thinking we can ensure that we have a workforce that can deliver our changing service needs. We will do this by using a workforce plan to make sure we have "the right people, with the right skills, in the right place at the right time"

### **Communication Strategy**

Communications underpins all that we do. It is vitally important that good communications are in place across the whole organisation. This strategy is about enabling the delivery of excellent, customer focused services which meet the corporate priorities and the diverse needs of our local community. It includes the use of different communication methods to meet the needs of all and to improve two-way communications between Members, staff, our community and stakeholders.

## Equality Progress as at 31 December 2006

Taunton Deane has a leading role in promoting equal opportunity and valuing diversity. It is working hard to support and develop its practices within service areas. For example, a Translation Policy has been introduced which provides guidance to all service areas when dealing with requests for documents and information in different languages and formats. The website is now compliant with government guidelines on accessibility. However, we recognise that there are gaps and areas where we need to increase our efforts to move forward. Nevertheless, there has been notable progress that demonstrates the Council and the communities we serve are benefiting from changes to and improvements in our equality practices.

### Corporate Services

- ✓ positive measures have been introduced to encourage applicants from minority ethnic backgrounds and those with disabilities who are currently under represented in our workforce. For example, vacancies are more widely advertised and the selection process has been reviewed to ensure it is accessible and specific requirements can be met.
- ✓ a good practice guide developed by Customer Services for front line staff who interact daily with service users. This sets out standards of service users can expect from TDBC regardless of background or specific needs.
- ✓ the Benefits Service employs two Visiting Officers to visit housebound claimants to allow them to claim, report changes and query their award.
- ✓ Democratic Services have introduced several measures to improve access for Councillors and the public. For example, provision of an Induction Loop system in Committee rooms, improved access to meeting rooms for those with mobility needs and specialist IT equipment for a Councillor with no sight.

### Development

- ✓ Building Control Service has been very active in supporting DDA requirements, improving accessibility and creating safe environments for young and older people.
- ✓ Development Control has built up good links with gypsy and traveller communities.
- ✓ Heritage and Landscape team working with youth and elderly groups have carried out risk assessments that have led to improved access to all local nature reserves and some public rights of way.
- ✓ the Forward Planning Unit is engaging proactively with various groups throughout Taunton Deane as part of its consultation process to secure greater representation and involvement of residents. These groups include Somerset Access and Inclusion Network (SAIN), the Standing Conference of Women's Organisations, the Somerset Multi Cultural Forum Taunton and Wellington Pensioners Forum and youth groups.



## DRAFT

- ✓ An Access and Disability Audit of Taunton Town Centre was carried out during the summer of 2006 to make sure the needs of residents and visitors are taken into account in development plans.

### Environment & Leisure

- ✓ Premises Inspection Officers have access to a range of leaflets produced by central government in many languages and are proactive in translating correspondence where it is known that the recipient does not speak English.
- ✓ Officers visiting premises also make suggestions to improve access for people with disabilities. For example, taxi firms are encouraged to use vehicles that allow disabled access. There are now 62 taxis that are wheelchair accessible and a disability advocate helps test the accessibility of new vehicles.
- ✓ Waste Services have successfully promoted their services to migrant workers and to gypsies and travelers who have enthusiastically participated in kerbside recycling. They have also increased the number of clinical/assisted collections for older people and those with disabilities as necessary.
- ✓ Leisure development grants have enabled greater access for those with disabilities and improved facilities for all age groups using halls and community centres.
- ✓ Sports services are ensuring new facilities are DDA compliant and older facilities adapted to meet the requirements of the DDA where possible. Design also takes account of the needs of different genders and age groups.

### Housing

- ✓ Housing is seeking, through working groups as set out in its Action Plan, to produce both an Older Persons' Housing Strategy and a BME Strategy and to engage more directly with the client groups involved.
- ✓ Housing Officers are involved with a multicultural group within Taunton Deane and are seeking to forge links with individual ethnic representatives.
- ✓ a start has been made on a Younger Persons' Housing Strategy and links are being formed with Connexions which will also benefit the further development of the Homeless Strategy Action Plan and addressing the needs of teenage mothers.
- ✓ a countywide group of officers has been convened to address the needs of gypsies and travellers.
- ✓ Housing teams works closely with other agencies such as Age Concern, Neighbourhood Care, Care Direct and the Police and Fire Service to ensure that initiatives like Safe and Secure, Community Handyman and Home Aids Services are successful and meet the needs of vulnerable residents.
- ✓ a defined policy for dealing with racial harassment and Tenancy Agreements specifically outlaw harassment on the grounds of race, gender, sexuality and faith.
- ✓ crime prevention audits are carried out in all sheltered accommodation to help these tenants feel more secure.

## Policy & Performance

- ✓ a joint Procurement Strategy developed with Somerset County Council which recognises that a strong equality element is good practice and will ensure that our suppliers and contractors comply with equality legislation.
- ✓ Equality and Access statements are now included on all key Corporate documents, including complaints leaflets.
- ✓ major consultation exercises, such as the Customer Satisfaction Survey, compare the demographic profile of respondents with the Borough to ensure equal representation.
- ✓ several projects supported under Community Planning, eg youth diversionary activities and an apprenticeship scheme for young people. Community Safety initiatives are targeting vulnerable residents to make their homes safer.
- ✓ supporting the work of the Voluntary Community Sector for Age Concern activities and community transport projects like the Slinky bus service.
- ✓ officers contribute to the Partnership Against Racial Harassment, which provides support to victims of race hate crime.
- ✓ a package of loop systems have been purchased and other changes made to signage and layout to improve accessibility in the reception area and meeting rooms

## How did we involve service users in developing the Corporate Equality Scheme?

The Disability Act 2005 that placed a duty on public authorities to set up a Disability Equality Scheme expects that people with disabilities will contribute to setting up of the scheme and are encouraged to take part in public life. However, whilst this requirement is not mentioned as part of the gender and race equality schemes, TDBC recognises that this is good practice and aims to take this forward across the equality strands. We will utilise a variety of sources to ensure that voices within diverse groups are heard.

### **Consultations**

During the period March to May 2006, a consultation took place entitled *Talking Tomorrows Taunton Deane* (TTTD), which aimed to guide and integrate the preparation of important community and planning strategies. A number of communities and stakeholders became involved in participation processes, including individuals and members of disability groups. Hosted by SAIN participants contributed to the debate at a meeting on the 16 May 2006. These views have been used to feed and inform the development of the CES.

In addition, *Your Council, Your Views*, a consultation on 2007/08 Budget, Priorities, and Perception took place between the 8 May and 9 June 2006. Questionnaires were distributed amongst targeted user groups, including those with disabilities and key community points across the Deane. The results of this consultation have also contributed to the priorities in the Scheme. For example, a key issue identified was that the Council must significantly improve levels of engagement and communication with our customers to increase their levels of trust. The setting up of Equality Forums will go some way towards helping to build relationships with our service users.

### **Surveys**

An Access & Mobility Audit was carried out specifically focusing on the town center to identify barriers to pedestrian and cycle movement such as the conditions of pavements and drop kerbs. Initial findings have highlighted issues such as cracked paving, raised iron works, street furniture where the pavement is narrow and concerns around pedestrian crossing points. A final draft report of the audit findings is due to be published by January 07. A preliminary discussion on the initial findings of the report took place with members of SAIN during December 2006

### **Equality Forums**

The Council is setting up Equality Forums for Disability, Race and Gender, which provides an opportunity for two-way ongoing dialogue between Council Officers and people who live and work in Taunton Deane. The intention is to involve residents in discussion about initiatives or proposed new policy at the beginning

## DRAFT

of any process, not just at the consultation stage. It will also provide a vehicle through which members can raise issues around equality of service.

The Disability Forum will meet a minimum of twice yearly and will be facilitated by Somerset Access and Inclusion Network (SAIN). Members of SAIN have contributed to the development of the CES through raising issues they felt were important at various consultation events held throughout the year.

A Gender Forum and a Race/Ethnicity Forum are also being set up and from 2007 members will meet twice yearly with TDBC officers to exchange views and information.

DRAFT

## Implementation and Monitoring

The Council has established a framework to ensure that equality is integrated in all that we do. The Chief Executive acts as equalities 'champion', working with senior management to ensure that active steps are taken across all services to implement the Equality policy. Most importantly, all employees have a role in implementing and supporting all aspects of equality and diversity.

At elected member level, specific responsibility for overseeing the Equality policy rests with the Community Leadership Review Panel and the Executive Councillor with responsibility for Community Leadership. However, all Councillors have a responsibility to support the policy's commitments and detailed objectives.

### Implementation

The Corporate Equality Scheme will be implemented through its detailed Action Plan. The actions have been identified from the results of recent equality impact assessments (see appendix B), various consultations and through listening to the views expressed by service users. These actions will be mainstreamed by way of incorporation into Head of Service operational plans.

### Monitoring

There will be a multi-faceted approach to monitoring the Scheme.

#### **Corporate Equality Group**

A multi-departmental Corporate Equalities Group (GEG) operates to ensure that our equality commitments are delivered and will monitor progress of the Scheme. The CEG's role also includes keeping under regular review the improvement programme arising from the Equalities Best Value Review; regular review of the Council's statutory Race Equality Scheme; monitoring performance and delivery of the Council's equality commitments, reporting annually to the Community Leadership Panel and quarterly to CMT; and developing practical ways of ensuring that the Council's equality commitments are reflected in, and promoted through all its activities.

#### **Equality Champions**

A network of Equality Champions has been set up involving staff and members. Their role is to pro-actively encourage a culture of fairness and treating each other with dignity and respect. This includes a willingness to challenge policy, practices and behaviours within the organisation that hinder equality. They also help identify opportunities to effectively promote equality and diversity as part of the Council's service delivery. This network will feed and inform whether the Scheme is achieving its objectives.

### **Monitoring of data**

A key outcome of equality impact assessments will be to set up annual monitoring of key data across service areas, broken down between equality strands, to ensure there is no adverse impact on any specific groups. Ongoing monitoring will provide information that will allow a year on year comparison on the progress being made across all service areas. The data monitoring includes both staff and service users.

### **Best Value Performance Indicators (BVPIs)**

The monitoring of Performance Indicators is an important aspect of the Council's performance management framework. There are a number of performance indicators that relate to equality issues (see appendix C). The Review Board scrutinises progress against performance indicator targets and raise any concerns over poor performance. We will continue to use the BVPIs as a crucial gauge in measuring the success of the CES.

### **Equality Progress Reports**

An annual equality progress report will be produced which will provide a comprehensive assessment of the initiatives undertaken and our achievements as a result of a continuing aim to improve delivery and promotion of equality and diversity as outlined in the CES and supporting documents. It will also detail work in progress during the year ahead.

## CORPORATE EQUALITY SCHEME 2007-2010 ACTION PLAN

**Part 1 – General Equality & Diversity Issues**

<b>Objective 1: To continually improve engagement with our local communities</b>				
<b>Actions</b>	<b>Target Date</b>	<b>Service Area</b>	<b>Lead and Support Officers</b>	<b>Outcomes</b>
1a. To set up Equality Forums, initially for Race/Ethnicity, Disability and Gender to provide a platform for issues to be raised	March 2007	Strategy and Partnerships	Equality Coordinators	Two-way ongoing dialogue established between Council Officers and people who live and work in Taunton Deane
1b. Review procedure for including traditional 'hard to reach' groups in consultation process, whose views are underrepresented	June 2007	Communications and Information	Information & Research Officer	Full representative responses from across Taunton Deane
<b>Objective 2: To ensure equitable access to all service areas</b>				
2a. Review and improve equality and diversity data collection across all service areas, as appropriate	March 2007	All service areas	Heads of Service/Managers	Data monitoring systems set up
2b. Carry out annual monitoring review of services to ensure equal access	November 2007, then annually	All service areas	Heads of Service/Managers	Annual Report on Progress with potential issues identified where further action needed
2c. Include an Access Statement on all key documents and communications	March 07	All service areas	Heads of Service/ Graphics Team Leader/ Communications and Information Manager	Publications and information will be provided in alternative formats and languages on request

DRAFT

2d. TDBC's web site to be regularly reviewed to ensure accessibility	Begun 2006 - ongoing	Customer Services /Communication and Information	Service Information Coordinator/ Communication and Information Manager/Web Content and Marketing Manager	Continual improvements to the web site assisting users with specific needs
<b>Objective 3: To promote equality in our role as a service provider and policy maker</b>				
3a. Review information materials, documents, etc to ensure all service users are reflected in the images used in publications	Sept 2007	All service areas	Heads of Service/ Graphics Team Leader/ Communications and Information Manager	Images in publications will reflect the diversity of people in the Borough
3b. Review Tenants Welcome Pack and include statement/information on how Housing Options will interact with/protect tenants under the different equality strands	March 2007	Housing	Housing Estate Manager	New Tenants will be informed about their rights and responsibilities with regard to diversity.
3c. Promote and encourage confidence in the Complaints procedure	April 2007	Communications and Information	Communications and Information Manager	Enhanced trust in the systems for service users
3d. Create network of Equality Champions amongst Staff and Councillors	Started 2006 ongoing	Corporate Equality Group	Equality Coordinator	Network of people within TDBC prepared to promote equality and identify/challenge bad practice
3e. Introduce an evidence based self assessment procedure to ensure we achieve	March 2007	Corporate Equality Group	Chair of Corporate Equality Group	A robust evidence based system of self assessment for the different levels of



DRAFT

the Local Government Equality Standard				the Equality Standard in place
<b>Objective 4: To promote equality of opportunity in our role as elected leaders in the local community</b>				
4a. Equality considerations to be built into all scrutiny topics	Started 2006 – ongoing	Scrutiny and Performance	Scrutiny Officer	Councillors will identify where equality issues are relevant in Scrutiny discussions and challenge where appropriate
4b. Task and Finish Reviews to consider equality impact when looking at scrutiny topics	Started 2006 – ongoing	Scrutiny and Performance	Scrutiny Officer	A 'quality assurance check' to ensure equality issues properly considered during reviews
4c. Survey Councillors on all aspects of Scrutiny, including assessment on success around equalities	April 2008	Scrutiny & Performance	Scrutiny Officer	Effectiveness of equalities performance as part of Scrutiny will be assessed
<b>Objective 5: To promote equality of opportunity in our role as purchaser of goods and services</b>				
5a. Assess the joint SCC/TDBC Procurement Strategy making sure it incorporates equality best practice and is effective	June 2008	Scrutiny and Performance	Scrutiny and Performance Manager	Effective and robust strategy reflecting current best practice
5b. Monitor implementation of the strategy	Annual, year end review	Scrutiny and Performance	Scrutiny and Performance Manager/Lead contract officers	Contractors and major suppliers monitored for compliance
<b>Objective 6: To promote equality of opportunity in our role as employer</b>				
6a. Continuation of annual workforce monitoring to identify the profile of the Council's	Annual, from March 2006	Human Resources	Human Resource Manager	Positive actions put in place where data analysis highlights areas in which

DRAFT

employees				the workforce is not representative of the local population
6b. Develop an Equality and Diversity Training Programme, including mandatory training, for Councillors and staff	April 2007	Strategy and Partnerships/ Human Resources	Equality Coordinators/ Employee Development Manager	Councillors and staff fully aware of E&D issues as it relates to their individual role within the organisation
6c. Ensure equal access to training and support through the roll out of employees PRED appraisal scheme	Ongoing	All service areas	All Heads and all Managers	Staff will have an equal opportunity to receive training relevant to their professional needs and personal development.

**Part 2 – Disability**

**Objective 7: To improve accessibility for Councillors and voters**

Action	Target Date	Service Area	Lead and Support Officers	Outcomes
7a. Continue to improve facilities in Polling Stations, eg low level polling booths, promote availability of postal votes	May 2007	Democratic Services	Democratic Services Manager	Improved access for Voters
7b. Ensure availability of suitable specialist equipment for Councillors	May 2007	Democratic Services	Democratic Services Manager	Councillors with specialist requirements assisted to participate fully in Council business

**Objective 8: To see if service users with disabilities find TDBC services accessible**

8a. Assess whether users of the Benefits Service, who have	September 2007	Benefits Service	Benefits Manager/Customer	Customer Satisfaction Survey will provide
--	----------------	------------------	---------------------------	---

DRAFT

disabilities, share the Council's view that services are accessible			Access Project Manager	evidence for further action needed
8b. Continue ongoing engagement with disability groups in inform preparation of planning documents	Ongoing	Forward Planning	Senior Policy Officer	Good working relationships established with SAIN members
8c. Engage with service partners (eg SCC as transport authority) on access and mobility issues that disadvantage communities	From 2007 and ongoing	Forward Planning	Senior Policy Officer	Coordinated approach to planning and meeting responsibilities relating to equality legislation
8d. Identify a list of 'approved' sites for council meetings that meet the needs of people with disabilities	Started 2006 – ongoing	Property Services	Corporate Property Manager	Meeting venues will be DDA compliant and allow greater involvement for people with disabilities
<b>Objective 9: To keep service users with specific needs informed about TDBC services</b>				
9a. Provide key information in different formats on request, eg Braille, large print, audio version	Ongoing	All service areas	Heads of Service/Managers	Accessibility needs do not exclude or isolate Taunton Deane service users
9b. Ensure all web hosted documents are compatible with software designed to help the blind / partially sighted	Ongoing	Customer Services	Service Information Coordinator/Web Content and Marketing Manager	Continual improvements to the web site assisting users with specific needs
9c. Integrate Browsaloud into website to enable deaf/hard of hearing users to download software.	March 2007	Customer Services	Service Information Coordinator	Enhanced facility for deaf/hard of hearing users to access TDBC services via the website.
9d. Publicise availability of accessible venues and portable equipment	Started 2006 – ongoing	Building Control/Strategy and Partnerships	Facilities Manager/Equality Coordinator	Staff and service users able to make full use of equipment and facilities to

				enhance access for people with disabilities.
<b>Objective 10: To improve disability access across Taunton Deane</b>				
10a. Review findings of Taunton Town Centre Access and Mobility Audit	April 2007	Forward Planning	Senior Policy Officer	Preparation and implementation of future actions
10b. Increase the number of disability car parking spaces in Taunton Deane car parks	Started 2006 – ongoing during 2007	Building Control	Senior Building Control Surveyor	More car parking facilities for people with disabilities
10c. Complete DDA Risk Assessment	July 2007	Corporate Equality Group	Chair of Corporate Equality Group	Any additional actions to meet DDA requirements highlighted.
<b>Objective 11: To advance knowledge and understanding of disability issues in Taunton Deane</b>				
11a. Staff training to take into consideration disability issues when delivering services	From March 07 – ongoing	Human Resources	Employee Development Manager	Increased understanding of the disability issues and needs of service users
<b>Objective 12: To promote equality of opportunity in our role as employer</b>				
12a. Develop a Disability Leave Policy which acknowledges leave specifically related to a disability	December 2007	Human Resources	Human Resource Manager	Difference between sick leave and disability leave taken acknowledged.

**Part 3 – Gender**

<b>Objective 13: To advance knowledge and understanding of gender related issues in Taunton Deane</b>				
<b>Action</b>	<b>Target Date</b>	<b>Service Area</b>	<b>Lead and Support Officers</b>	<b>Outcome</b>
13a. Staff training to take into consideration gender differences	From March 07 – ongoing	Human Resources	Employee Development	Increased understanding of the gender issues and

when delivering services			Manager	needs of service users
<b>Objective 14: To build meaningful relationships with gender groups in Taunton Deane</b>				
14a. Work to engage women's/men's organisations on the preparation of the Local Development Framework (LDF)	Started 2006 – ongoing	Forward Planning	Senior Policy Officer	Gender issues of service users taken into account within the LDF
<b>Objective 15: To promote equality of opportunity in our role as employer</b>				
15a. Explore ways in which to encourage more female representation at Senior and Service Unit Manager level to redress under-representation	December 2007	Human Resources	Human Resource Manager	More female representation at SUM and Headship level of the organisation
15b. Conduct an Equal Pay Audit	June 2008	Human Resources	Human Resource Manager	No disparity in pay due to gender
15c. Develop a Carers Leave policy which takes account of carer responsibilities	December 2007	Human Resources	Human Resource Manager	Introduction of a more flexible approach to staff with carer responsibilities

**Part 4 – Race and Ethnicity**

<b>Objective 16: To encourage more diversity in member representation</b>				
<b>Action</b>	<b>Target Date</b>	<b>Service Area</b>	<b>Lead and Support Officers</b>	<b>Outcome</b>
16a. Renew guide for potential member candidates and include positive promotion to encourage black and minority ethnic candidates	May 2007	Democratic Services	Democratic Services Manager	TDBC make clear that representation from black and minority ethnic population is welcomed and encouraged through positive action.

<b>Objective 17: To advance knowledge and understanding of different cultures in Taunton Deane</b>				
17a. Staff training to take into consideration cultural differences when delivering services	From March 07 – ongoing	Human Resources	Employee Development Manager	Increased understanding of the issues and needs of people from difference cultures
17b. Investigate practicalities of collecting data on ethnic origins of business owners	July 2007	Environmental Health – Premises Inspections	Chief Environmental Officer	Improved knowledge of ethnic diversity of business owners in the borough to inform service development
17c. Commission research on migrant workers in Taunton Deane and present findings to CEG and LSP	April 2007	Strategy and Partnerships	Equality Coordinator	Clearer understanding of migrant worker population living and working in the Borough
<b>Objective 18: To keep service users informed where English is not the first language</b>				
18a. Provide translations of key information in different languages on request and as appropriate	Started 2005 – ongoing	All service areas	Heads of Service/ Managers/ Communications and Information Manager	Language barriers do not exclude or isolate Taunton Deane service users
18b. Ensure consultation material is accessible to non-English speakers in the borough	Ongoing	Forward Planning/ Policy and Performance	Senior Policy Officer/ Community Planning Officer	Speakers of ‘other’ languages able to provide their views during consultations
18c. Examine the practicalities of providing Health & Safety training to businesses in ‘other’ languages, jointly with other authorities	March 2008	Environmental Health	Chief Environmental Health Officer	Co-ordinated initiative on health and safety issues with migrant workers

18d. Assess whether specific provision is required for non-English speaking enquirers of business support/enterprise	November 2007	Economic Development and Regeneration	Economic Development and Regeneration Manager	Assessment will identify whether individual business or resident enquirers need specific provision in other languages
<b>Objective 19: Encourage involvement of residents to help improve services</b>				
19a. Review and promote Tenant and Residents Involvement Forum and Tenant and Residents Associations to minority ethnic groups	July 2007	Housing	Tenant and Resident Involvement Manager	Positive action to encourage more involvement of minority ethnic residents
<b>Objective 20: To ensure the accommodation needs of different ethnic groups are considered</b>				
20a. Undertake survey of housing needs, with particular reference to black and ethnic minorities, including gypsies and travellers	Started 2006	Housing	Housing Strategy Manager	Results will feed into Black and Minority Ethnic Housing Strategy
20b. Produce a black and minority ethnic Housing Strategy	From January 07 Ongoing	Housing	Housing Strategy Manager	Clear objectives on meeting the housing needs of black and minority ethnic people, including gypsies and travellers

**Part 5 – Faith and/or Belief**

**Objective 21: To advanced the knowledge and understanding of different faiths**

Action	Target Date	Service Area	Lead and Support Officers	Outcome
21a. Staff training to consider religious differences when delivering services	March 07 – ongoing	Human Resources	Employee Development Manager	Staff better informed about the diverse faiths of the population in Taunton Deane
<b>Objective 22: To build meaningful relationships with different faith groups in Taunton Deane</b>				
22a. Officers attend and support multi-faith meetings in the borough and the county as appropriate	Started 2006 – ongoing	Policy and Performance	Equality Coordinator	Increased understanding of the issues and needs of people from different religious backgrounds
22b. Ensure all places of worship are contacted regarding future planning related consultation	Started 2006 – ongoing	Forward Planning	Senior Policy Officer	Database of registered contacts established
<b>Objective 23: To promote equality of opportunity in our role as employer</b>				
23a. Review employees rights at work under Employment Equality (Religion and/or Belief) Regulations, 2003 to ensure good practice	December 2007	Human Resources/ Strategy and Partnerships	Human Resource Manager/ Equality Coordinator	Potential actions identified that could enhance employment best practice

**Part 6 – Sexual Orientation**

<b>Objective 24: To advance knowledge and understanding of sexual orientation issues in Taunton Deane</b>				
Action	Target Date	Service Area	Lead and Support Officers	Outcome
24a. Staff training to take into consideration differences in sexual orientation	From March 07 – ongoing	Human Resources	Employee Development Manager	Increased understanding of the issues and needs of the gay, lesbian and transgender communities



<b>Objective 25: To ensure equal treatment of single sex couples accessing services</b>				
25a. Develop a strategy for tenant succession for single sex partners	June 2007	Housing	Housing Estate Manager	Appropriate strategy in place to ensure equal treatment for single sex partners
<b>Objective 26: To promote equality of opportunity in our role as employer</b>				
26a. To work with employee network B4U to provide support to Lesbian, Gay, Bi-sexual and Transsexual employees	June 2007	Strategy and Partnerships	Equality Coordinator/ Human Resource Manager	Support network promoted to LGBT staff
26b. Review employees rights at work under Employment Equality (Sexual Orientation) Regulations, 2003 to ensure good practice	December 2007	Human Resources/ Strategy and Partnerships	Human Resource Manager/ Equality Coordinator	Potential actions identified that could enhance employment best practice

**Part 7 - Age**

<b>Objective 27: To reach all age groups during consultation and community engagement</b>				
<b>Action</b>	<b>Target Date</b>	<b>Service Area</b>	<b>Lead and Support Officers</b>	<b>Outcome</b>
27a. Develop a programme of capacity building aimed at children/youth and elderly residents (particularly around North Taunton and Taunton East)	Started 2006 – ongoing	Development	Senior Policy Officer	Fuller representation of views across Taunton Deane
27b. Strengthen existing and develop new links with groups/communities who	Started 2006 – ongoing	Development and Forward Planning	Development Control Manager	Improve engagement of younger/older people on planning and development

DRAFT

represent Age ethnic groups				issues that affect them
27c. Investigate level of engagement of young people in community group partnerships	April 07	Community and Social Regeneration	Economic Development and Regeneration Manager	Knowledge of current engagement - leading to identification of key improvements
<b>Objective 28: To ensure the accommodation needs of all age groups are considered</b>				
28a. Undertake survey of housing needs, with particular reference to the elderly and young	Started 2006	Housing	Housing Strategy Manager	Results will feed into Young Persons Housing Strategy and Older Persons Housing Strategy
28b. Produce Young Persons Housing Strategy	From January 07 Ongoing	Housing	Housing Strategy Officer	Clear objectives on meeting the housing needs of young people
28c. Produce Older Persons Strategy	From January 07 Ongoing	Housing	Housing Strategy Officer	Clear objectives on meeting the housing needs of older people
<b>Objective 29: To promote equality of opportunity in our role as employer</b>				
29a. Staff training to take into consideration specific issues relating to 'ageism'	From March 07 – ongoing	Human Resources	Employee Development Manager	Increased understanding of the issues and needs of older and younger employees
29b. Review employees rights at work under Employment Equality (Age) Regulations, 2006 to ensure good practice	December 2007	Human Resources/ Strategy and Partnerships	Human Resource Manager/ Equality Coordinator	Potential actions identified that could enhance employment best practice

DRAFT

APPENDIX A

Public bodies have a duty to produce a Scheme to meet their duties under Race and Disability. A duty for Gender comes into effect from April 2007.

Disability Equality Scheme	DES
Gender Equality Scheme	GES
Race Equality Scheme	RES

General Duties			
	DES	GES	RES
Eliminate unlawful discrimination and harassment	√	√	√
Promote equality of opportunity	√	√	√
Promote good relations between...	√		√
Review the scheme every 3 years and assessment of performance in carrying out duties	√		√
Promote positive attitudes towards disabled people	√		
Encourage participation by disabled people in public life	√		
Take steps to take account of a disabled person's disabilities even when this means treating disabled persons more favourably than other persons	√		

Specific Duties			
	DES	GES	RES
Prepare and publish an equality scheme	√	√	√
Assess and consult on likely impact of proposed policies on promotion of equality		√	√
Monitor existing policies for adverse impact on promotion of equality		√	√
Publish results of assessments and consultations		√	√
Ensure public access to information and services provided			√
Involve disabled people in the development of the scheme and include a statement in the scheme on how this has been done	√		
Train staff in connection with its duties			√
Set out methods for Impact Assessments	√	√	
Set out arrangements for gathering information in relation to employees	√	√	
Set out arrangements for putting the information gathered to use in promoting equality	√	√	
Review scheme every 3 years		√	
Monitor and review progress		√	
Develop, publish and regularly review on equal pay policy		√	

## Schedule of Equality Impact Assessments

The scheme must have due regard to whether a particular function or service may adversely impact on a particular section of society more than the majority. Weight and relevance of each service area or function must be considered. The importance of the function is likely to increase the impact. Similarly, a service may have a high relevance in one or more equality strands but low in others. An essential element of the Corporate Equality Scheme is to impact assess all of the Councils functions, policies and procedures for all equality strands where they are deemed to have an actual or potential high or medium impact.

<b>Service Area</b>	<b>Completed 2006</b>	<b>To be completed 2007</b>
<b>Corporate Services</b>		
Benefits	√	
Customer Services	√	
Democratic Services	√	
Financial Services	√	
Human Resources - Recruitment	√	
Human Resources – Employee Development	√	
Information Services		√
Land Charges		√
Legal Services		√
Office Services		√
Property Services		√
Revenues	√	
<b>Development</b>		
Building Control	√	
Development Control	√	
Economic Development and Tourism	√	
Forward Planning	√	
Heritage and Landscape	√	
Transport	√	
<b>Environment and Leisure</b>		
Cemeteries and Crematorium	√	
Civil Contingencies		√
DLO Cleansing	√	
DLO Parks	√	
DLO Transport	√	
Environmental Health - Communications	√	
Internal Health & Safety		√
Environmental Health - Internal Referrals	√	

DRAFT

<b>Service Area</b>	<b>Completed 2006</b>	<b>To be completed 2007</b>
Leisure Development - Grants	√	
Leisure Development - Parks	√	
Parking - On Street/Car Parks	√	
Environmental Health – Policy & Strategy	√	
Environmental Health - Premises Inspections	√	
Environmental Health - Service Requests	√	
Sports Development	√	
Waste Services	√	
<b>Housing</b>		
<b>Asset Management</b>		
Contract and Pricing		√
Right to Buy		√
Leasing		√
IT		√
Manuals & Procedures		√
<b>Housing Supported Services</b>		
Deane Helpline		√
Sheltered Housing		√
<b>Operations</b>		
Housing Management	√	
Tenants Liaison	√	
Void Control	√	
<b>Property Services</b>		
DLO Purchasing and Repairs reporting		√
<b>Strategic Services</b>		
Housing private sector Homeless )	√	
Housing register ) Housing Strategy	√	
Housing allocation )		
Housing development )		
<b>Policy &amp; Performance</b>		
<b>Scrutiny and Performance</b>		
Overview and Scrutiny	√	
Performance Monitoring and Management		√
Comprehensive Performance Assessment		√
Corporate Strategy		√
Performance Plan		√
Project Management		√
Procurement Strategy	√	
<b>Communications and Information</b>		
Public Relations	√	
Communications (internal/external)	√	

DRAFT

<b>Service Area</b>	<b>Completed 2006</b>	<b>To be completed 2007</b>
Marketing	√	
Consultation	√	
Research and Information	√	
Corporate Complaints	√	
<b>Strategy and Partnerships</b>		
Community Planning and Strategy	√	
Local Strategic Partnership		√
Local Area Agreement		√
Community Safety	√	
Crime and Disorder Partnership	√	
Equality & Diversity	√	
Voluntary and Community Sector	√	

DRAFT

## APPENDIX C

## Best Value Performance Indicators

BVPI	Indicator	Target	2006-07 Performance Qtr 2
<b>Corporate Health</b>			
BV2a	The level (if any) of the Equality Standard for Local Government to which the authority conforms	Level 2	Level 1 – on target
BV2b	The duty to promote race equality	68%	63%
BV11a	The percentage of top 5% of earners that are women	24%	20.52%
BV11b	The percentage of top 5% of earners from black and minority ethnic communities	1.5%	0%
BV11c	The percentage of top 5% of staff who have a disability	2.5%	0%
BV15	The percentage of employees retiring on grounds of ill health as a percentage of the total work force	0.55%	0%
BV16a/ BV16b	The percentage of local authority workers declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of the economically active disabled people in the authority area	2.5% (13.2%)	1.97%
BV17a/ BV17b	The percentage of local authority employees from minority ethnic communities compared with the percentage of economically active minority	1.5% (1.5%)	1.6%
BV156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	75%	66.1%
<b>Housing</b>			
BV74b/ 74c	Satisfaction of ethnic minority tenants of council housing with the overall serviced provided by their landlord, compared with non-ethnic minority tenants	no current targets	83.3% (b) 87.9% (c)
BV75b/ 75c	Satisfaction of ethnic minority tenants with participation in management and decision making, compared with non-ethnic minority tenants	no current targets	100% (a) 70.7% (b)
BV164	Does the authority follow the Commission for Racial Equality's code of practice standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords: Tackling Racial Harassment?		Yes
<b>Community Safety</b>			
BV174	The percentage of racial incidences recorded by the authority per 100,000 population	2	4.72%
BV175	The percentage of racial incidences that resulted in further action	100%	100%

## Glossary of Terms

**Best Value...** is the review process outlined in the Local Government Act 1999 requiring local authorities to secure continuous improvement in the delivery of services.

**Best Value Performance Indicators...** show the Council's overall performance and measures the level of continuing progress against set targets.

**Diversity...** is the concept of valuing difference with a focus on the individual. It is proactive and respects the unique perspectives and experience that individual people from different backgrounds contribute to society

**Equal Opportunities...** is mainly driven by legislation, so tends to be reactive, and primarily concerned with 'groups' who are under-represented in society due to discrimination

**Equality Standard for Local Government...** is a framework that has been developed by the Employers Organisation for Local Government jointly with the CRE, EOC, DRC and LGA to mainstream equality into all areas of service delivery and employment practices

**Equality Impact Assessment...** is a process that involves assessing and anticipating the consequences of policies and strategies on different groups and making sure that, as far as possible, any negative consequences are eliminated or minimised and that we maximise opportunities to promote equalities.

## Glossary of Acronyms

BVPis	Best Value Performance Indicators
CES	Corporate Equality Scheme
CEG	Corporate Equality Group
CRE	Commission for Racial Equality
DES	Disability Equality Scheme
DRC	Disability Rights Commission
EOC	Equal Opportunities Commission
GES	Gender Equality Scheme
LGA	Local Government Association
LSP	Local Strategic Partnership
RES	Race Equality Scheme
SAIN	Somerset Access and Inclusion Network
TDBC	Taunton Deane Borough Council
TTTD	Talking Tomorrows Taunton Deane



## DRAFT

If you would like this document translated into other languages or in Braille, large print, audio tape, or CD please telephone us on 01823 356553 or Email us at: [equalities@tauntondeane.gov.uk](mailto:equalities@tauntondeane.gov.uk)

यह दस्तावेज़ ब्रेल, बड़े अक्षरों में, टेप पर और डिस्क पर भी उपलब्ध हैं। हम आपके माँगने पर आपको दूसरे अनुवादित दस्तावेज़ प्रदान कर सकते हैं।

এই দাংলটি ব্রেইলে, মোটা হরফে, টেইপ-ক্যাসেটে এবং ডিস্কে পাওয়া যায় এবং *ensji* (Bengali) ভাষায়ও এটি অনুবাদ করে দেয়া যাবে।

這份資料另有盲文版、大字體版、錄音磁帶或光碟，並且可以翻譯成繁體中文。

Estes documentos também se encontram disponíveis em Braille, letras grandes, fita ou disco e podem ser traduzidos para Português.

Ten dokument jest także dostępny w wersji Braille'a, pisany dużym drukiem, na kasecie lub dysku kompaktowym i może być przetłumaczony na język polski.

## TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE – 7 February 2007

**Report of Strategic Human Resources Consultant (Lisa Wyatt-Jones)**  
**This matter is the responsibility of Executive Councillor T Hall (Portfolio Holder for Resources)**

### PENSION CHANGES AND THE IMPLICATIONS FOR TDBC

#### EXECUTIVE SUMMARY

As a result of the recently introduced Age Discrimination legislation, the way in which TDBC is able to pay redundancy compensation and retirement in the Interest of Efficiency packages has changed. The options have been outlined in the report and a recommendation for the Executive has been identified. CMT has formally reviewed the options and supports the recommendation.

Staff Side and Unison have been consulted on the changes to the pension scheme and the contents of the report since July 2006. Unison also intend to include a paper in advance of the Executive meeting.

#### 1. Background

1.1 The Age Discrimination legislation came into force on the 1<sup>st</sup> October 2006 and this has had a direct effect on the way in which we are able to make discretionary payments for employees whose employment terminates early, either on the grounds of redundancy or early retirement in the Interest of Efficiency. Therefore, the Government has published Regulations, which are in force from the 29<sup>th</sup> November 2006 and have a retrospective effect from the 1<sup>st</sup> October 2006.

The implications are as follows:

1.2 As of the 31<sup>st</sup> March 2007, the payment of Compensatory Added Years on pensions will be revoked. However, as a transitional measure, redundancy or retirement in the Interest of Efficiency packages that are agreed and honoured by the 31<sup>st</sup> March 2007 can **either** include the compensatory added years **or** an agreed alternative method of enhancing the early termination package.

1.3 The LGE (Local Government Employers) has advised that granting augmented service (albeit payable at any age) should not be inherently age discriminatory (compensatory added years for pensions are currently only paid to those age 50+). Augmented service should therefore be applied consistently to all ages on loss of employment through redundancy or retirement in the Interest of Efficiency.

- 1.4 Employees aged under 18 and over 65 will now be eligible to receive a redundancy payment, as long as they have a minimum of 2 years service.

Therefore we have no choice, but to find an alternative to the Compensatory Added Years.

## **2. Alternatives to Compensatory Added Years**

### **2.1 Option 1 – Remove all enhancements to the redundancy package**

- 2.1.1 TDBC could choose to pay only the Statutory Redundancy rate based on actual pay, and no other compensation.

2.1.2 *This would be cost saving and non-discriminatory, but there would be a significant drop in the package for employees 50+ who have been used to redundancy plus up to 6 2/3rds added years. This would make voluntary redundancy more difficult to achieve with the over 50's.*

### **2.2 Option 2 – Pay a fixed enhancement to the redundancy payment**

- 2.2.1 TDBC could decide to pay the same lump sum to everybody regardless of age, length of service or salary, e.g. £2,000 fixed sum.

2.2.2 *This would be disproportionate and could mean that a 25 year old with 4 years service on SCP 20 would be entitled to the same payment as a 55 year old with 30 years service on SCP 50.*

### **2.3 Option 3 – Multiply redundancy package to enable either a larger cash sum or augmented pension**

- 2.3.1 TDBC could use the statutory redundancy tables (based on actual weeks pay) as a means of calculating double or triple the statutory level of redundancy payments for all employees up to a maximum multiplier of 3.46: which equals 104 weeks pay (3.46 x 30 weeks Maximum statutory redundancy pay).

2.3.2 Alternatively other multipliers can be used to calculate the compensatory lump sum. To calculate the best fit, the 16 Redundancy and Retirement in the Interest of Efficiency packages for 2004/05 and 2005/06 have been pulled together in Appendix A. The total cost of the packages has been compared to the cost of using varying multipliers. The total cost of the 16 packages was £637,590.09, and when this is compared to the cost of multiplying the total redundancy payment plus the immediate pension cost, the total cost almost matches 3 times the redundancy package.

2.3.3 In general the number of Augmented year's service that can be bought with the enhanced payment will be a little less than the previous maximum of up to 6 2/3<sup>rd</sup> years added pension (See examples in

Appendix B), but an employee under 50 can now purchase augmented years.

- 2.3.4 The proposal is to use a multiplier of 3, which would provide a fair level of compensation to employees over 50 years old, without being significantly generous to employees under 50 years old.
- 2.3.5 Scheme members could also be given the choice of receiving the compensatory lump sum or using it to purchase augmented service with the proviso that this doesn't buy more service than the scheme member would have gained if they had worked until they were age 65.

**Example**

**Redundancy**

Redundancy package = £10,000

x this by 3 (the proposed multiplier) = £30,000

Employee can either take the £30,000 as a lump sum OR take £10,000 Redundancy and give £20,000 to the pension fund to augment into added years. Employees will not be able to mix and match, they will have to choose one or the other.

- 2.3.5 Employees who retire in the Interest of Efficiency will have their package calculated on the basis of the redundancy package and this will be multiplied by the agreed multiplier minus 1, because they will not receive the redundancy payment, just the enhancements which will be tax free up to £30K. They will have the option of converting the lump sum to augment into pensionable years).

**Example**

**Retirement in the Interest of Efficiency**

Enhancement calculated on the redundancy package = £10,000

x this by 2 (the proposed multiplier minus 1) = £20,000

Employee can either take the £20,000 as a lump sum OR give £20,000 to the pension fund to augment into added years.

- 2.3.6 *The benefit of this approach is that it is quick to implement, easy to calculate & legally compliant (i.e. completely free of any possibility of a discrimination claim because it is consistent as it is based on an increase to the statutory provisions). An older employee with longer service would still receive a higher payment but it would be objectively justified.*

### **3. Conclusion**

#### **3.1 The following must take place:-**

- Stop paying compensatory added years for those redundancies / efficiency retirements, which take effect after 31<sup>st</sup> March 2007.
- The Executive are asked to make a decision on an alternative to the compensatory added years.
- The Redundancy policy must be amended to accommodate these changes (See Appendix D which would be an Appendix to the Redundancy policy).
- A Retirement Policy must be produced which accommodates these changes and the Age Discrimination legislation.
- Under the new regulations, any new policy must be workable, affordable and reasonable to prevent loss of confidence in the public service

#### **3.2 Consider taking a joint approach with the other SCC pension fund employers (See Appendix C).**

Sedgemoor DC are recommending a multiplier of 3, as is Somerset CC and Mendip DC (however, SCC and MDC only currently allow for 2/3rds of the added years for Retirement in the Interest of Efficiency, whereas TDBC allows for full added years).

SCC have agreed to use the Compensatory Added Years until the 31<sup>st</sup> March 2007, and from 1<sup>st</sup> April 2007 multiply the redundancy package by 3.

### **4. Recommendations**

#### **4.1 The Executive is requested to:-**

- a) consider and support the Option 3 proposal to enhance the redundancy and retirement in the Interest of Efficiency packages by applying a multiplier of 3 to the redundancy lump sum and give staff the choice to augment the additional payment into augmented pensionable years. Following discussions with the Section 151 Officer, Shirlene Adam has confirmed that the proposed multiplier is within our current budgets.
- b) implement the proposed redundancy multiplier for all redundancies and retirements in the Interest of Efficiency, which take effect from the 1<sup>st</sup> April 2007, in line with SCC.
- c) Approve the Compensation policy (Appendix D) and support work on a new retirement policy.

Lisa Wyatt-Jones  
Strategic Human Resources Consultant

01823 356312

[l.wyatt-jones@tauntondeane.gov.uk](mailto:l.wyatt-jones@tauntondeane.gov.uk)

## APPENDIX A

### Total Pension & Redundancy Costings for 2004/5005 & 2005/2006

#### Calculation x 16 employees

#### Total cost

Historic redundancy payments plus pensionable added years including the redundancy cost to the Council

£637,590.09

The Redundancy cost element of the total cost

£136,639.21

#### Projected Pensions costs based on the total redundancy cost

<b>New enhancements</b>	<b>Redundancy plus enhancement</b>	<b>Immediate pension cost</b>	<b>Total Cost</b>	<b>Difference</b>
Redundancy cost x 1.5 multiplier	£204,958.82	228270.38	£433,229.20	-£204,360.90
Redundancy cost x 2 multiplier	£273,278.42	228270.38	£501,548.80	-£136,041.29
Redundancy cost x 2.5 multiplier	£341,598.03	228270.38	£569,868.41	-£67,721.68
Redundancy cost x 3 multiplier	£409,917.63	228270.38	£638,188.01	£597.92
Redundancy cost x 3.466 multiplier	£473,591.50	228270.38	£701,861.88	£64,271.79

## APPENDIX B

### Example of Redundancy packages

Example - Under 50		Current Arrangements	Proposed Arrangements (Multiplier of 3)	
Personal Details			Cash lump sum	Equivalent Augmented Years
salary	£33,540.48			
Age	42			
length of service	23 years			
Number of weeks pay	20.5			
<b>Redundancy payment - based on length of service and salary</b>		<b>£13,186.43</b>	<b>£39,559.29</b>	
Number of added years		0	0	<b>5.52</b>
Cost of pension to TDBC		£0.00	£0.00	
<b>TOTAL COST</b>		<b>13,186.43</b>	<b>£39,559.29</b>	

Example - Over 50		Current Arrangements	Proposed Arrangements (Multiplier of 3)	
Personal Details			Cash lump sum	Equivalent Augmented Years
salary	£32,361.01			
Age	58			
length of service	over 30 years			
Number of weeks pay	28.5			
<b>Redundancy payment - based on length of service and salary</b>		<b>£17,687.68</b>	<b>£53,063.04</b>	
Number of added years		6years 112days	0.00	<b>4.36</b>
Cost of pension to TDBC		£71,774.98	£15,232.88	
<b>TOTAL COST</b>		<b>89,462.66</b>	<b>£68,295.92</b>	



**APPENDIX C**

**Comparative Alternatives to the Compensatory Added Years (CAY)**

<b>Local Authority</b>	<b>CAY Alternative provision</b>																					
TDBC (proposed)	3 x redundancy package (Redundancy) 2 x redundancy package (Interest of Efficiency Retirement)																					
SDC (proposed)	3 x redundancy package (Redundancy) 2 x redundancy package (Interest of Efficiency Retirement)																					
SCC	3 x redundancy package (Redundancy) 2/3rds of 2 x redundancy package (Interest of Efficiency Retirement)																					
MDC	3 x redundancy package (Redundancy) 2/3rds of 2 x redundancy package (Interest of Efficiency Retirement)																					
SSDC	<table border="1"> <thead> <tr> <th data-bbox="440 1052 858 1093"><b>Leaver reason</b></th> <th data-bbox="858 1052 1066 1093"><b>Multiplier</b></th> <th data-bbox="1066 1052 1412 1093"><b>Effect</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="440 1093 858 1155">Compulsory redundancy</td> <td data-bbox="858 1093 1066 1155">2.5</td> <td data-bbox="1066 1093 1412 1155">post deleted</td> </tr> <tr> <td data-bbox="440 1155 858 1263">Compulsory redundancy with retirement</td> <td data-bbox="858 1155 1066 1263">2.5</td> <td data-bbox="1066 1155 1412 1263">post deleted</td> </tr> <tr> <td data-bbox="440 1263 858 1326">Voluntary redundancy</td> <td data-bbox="858 1263 1066 1326">1.5</td> <td data-bbox="1066 1263 1412 1326">post deleted</td> </tr> <tr> <td data-bbox="440 1326 858 1433">Voluntary redundancy with retirement</td> <td data-bbox="858 1326 1066 1433">1.5</td> <td data-bbox="1066 1326 1412 1433">post deleted</td> </tr> <tr> <td data-bbox="440 1433 858 1541">Leaving in the 'Efficiency of the Service'</td> <td data-bbox="858 1433 1066 1541">1.0</td> <td data-bbox="1066 1433 1412 1541">post remains</td> </tr> <tr> <td data-bbox="440 1541 858 1671">Voluntary Retirement</td> <td data-bbox="858 1541 1066 1671">0</td> <td data-bbox="1066 1541 1412 1671">post remains</td> </tr> </tbody> </table>	<b>Leaver reason</b>	<b>Multiplier</b>	<b>Effect</b>	Compulsory redundancy	2.5	post deleted	Compulsory redundancy with retirement	2.5	post deleted	Voluntary redundancy	1.5	post deleted	Voluntary redundancy with retirement	1.5	post deleted	Leaving in the 'Efficiency of the Service'	1.0	post remains	Voluntary Retirement	0	post remains
<b>Leaver reason</b>	<b>Multiplier</b>	<b>Effect</b>																				
Compulsory redundancy	2.5	post deleted																				
Compulsory redundancy with retirement	2.5	post deleted																				
Voluntary redundancy	1.5	post deleted																				
Voluntary redundancy with retirement	1.5	post deleted																				
Leaving in the 'Efficiency of the Service'	1.0	post remains																				
Voluntary Retirement	0	post remains																				
WSDC	Have not agreed a policy yet																					
Police Authority	2 x redundancy package (Redundancy) 1 x redundancy package (Interest of Efficiency Retirement)																					

## APPENDIX A

### Total Pension & Redundancy Costings for 2004/5005 & 2005/2006

#### Calculation x 16 employees

#### Total cost

Historic redundancy payments plus pensionable added years including the redundancy cost to the Council

£637,590.09

The Redundancy cost element of the total cost

£136,639.21

#### Projected Pensions costs based on the total redundancy cost

<b>New enhancements</b>	<b>Redundancy plus enhancement</b>	<b>Immediate pension cost</b>	<b>Total Cost</b>	<b>Difference</b>
Redundancy cost x 1.5 multiplier	£204,958.82	228270.38	£433,229.20	-£204,360.90
Redundancy cost x 2 multiplier	£273,278.42	228270.38	£501,548.80	-£136,041.29
Redundancy cost x 2.5 multiplier	£341,598.03	228270.38	£569,868.41	-£67,721.68
Redundancy cost x 3 multiplier	£409,917.63	228270.38	£638,188.01	£597.92
Redundancy cost x 3.466 multiplier	£473,591.50	228270.38	£701,861.88	£64,271.79

## APPENDIX B

### Example of Redundancy packages

Example - Under 50		Current Arrangements	Proposed Arrangements (Multiplier of 3)	
Personal Details			Cash lump sum	Equivalent Augmented Years
salary	£33,540.48			
Age	42			
length of service	23 years			
Number of weeks pay	20.5			
<b>Redundancy payment - based on length of service and salary</b>		<b>£13,186.43</b>	<b>£39,559.29</b>	
Number of added years		0	0	<b>5.52</b>
Cost of pension to TDBC		£0.00	£0.00	
<b>TOTAL COST</b>		<b>13,186.43</b>	<b>£39,559.29</b>	

Example - Over 50		Current Arrangements	Proposed Arrangements (Multiplier of 3)	
Personal Details			Cash lump sum	Equivalent Augmented Years
salary	£32,361.01			
Age	58			
length of service	over 30 years			
Number of weeks pay	28.5			
<b>Redundancy payment - based on length of service and salary</b>		<b>£17,687.68</b>	<b>£53,063.04</b>	
Number of added years		6years 112days	0.00	<b>4.36</b>
Cost of pension to TDBC		£71,774.98	£15,232.88	
<b>TOTAL COST</b>		<b>89,462.66</b>	<b>£68,295.92</b>	

**APPENDIX C**

**Comparative Alternatives to the Compensatory Added Years (CAY)**

<b>Local Authority</b>	<b>CAY Alternative provision</b>																					
TDBC (proposed)	3 x redundancy package (Redundancy) 2 x redundancy package (Interest of Efficiency Retirement)																					
SDC (proposed)	3 x redundancy package (Redundancy) 2 x redundancy package (Interest of Efficiency Retirement)																					
SCC	3 x redundancy package (Redundancy) 2/3rds of 2 x redundancy package (Interest of Efficiency Retirement)																					
MDC	3 x redundancy package (Redundancy) 2/3rds of 2 x redundancy package (Interest of Efficiency Retirement)																					
SSDC	<table border="1"> <thead> <tr> <th data-bbox="440 1052 858 1093"><b>Leaver reason</b></th> <th data-bbox="858 1052 1066 1093"><b>Multiplier</b></th> <th data-bbox="1066 1052 1412 1093"><b>Effect</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="440 1093 858 1155">Compulsory redundancy</td> <td data-bbox="858 1093 1066 1155">2.5</td> <td data-bbox="1066 1093 1412 1155">post deleted</td> </tr> <tr> <td data-bbox="440 1155 858 1263">Compulsory redundancy with retirement</td> <td data-bbox="858 1155 1066 1263">2.5</td> <td data-bbox="1066 1155 1412 1263">post deleted</td> </tr> <tr> <td data-bbox="440 1263 858 1326">Voluntary redundancy</td> <td data-bbox="858 1263 1066 1326">1.5</td> <td data-bbox="1066 1263 1412 1326">post deleted</td> </tr> <tr> <td data-bbox="440 1326 858 1433">Voluntary redundancy with retirement</td> <td data-bbox="858 1326 1066 1433">1.5</td> <td data-bbox="1066 1326 1412 1433">post deleted</td> </tr> <tr> <td data-bbox="440 1433 858 1541">Leaving in the 'Efficiency of the Service'</td> <td data-bbox="858 1433 1066 1541">1.0</td> <td data-bbox="1066 1433 1412 1541">post remains</td> </tr> <tr> <td data-bbox="440 1541 858 1671">Voluntary Retirement</td> <td data-bbox="858 1541 1066 1671">0</td> <td data-bbox="1066 1541 1412 1671">post remains</td> </tr> </tbody> </table>	<b>Leaver reason</b>	<b>Multiplier</b>	<b>Effect</b>	Compulsory redundancy	2.5	post deleted	Compulsory redundancy with retirement	2.5	post deleted	Voluntary redundancy	1.5	post deleted	Voluntary redundancy with retirement	1.5	post deleted	Leaving in the 'Efficiency of the Service'	1.0	post remains	Voluntary Retirement	0	post remains
<b>Leaver reason</b>	<b>Multiplier</b>	<b>Effect</b>																				
Compulsory redundancy	2.5	post deleted																				
Compulsory redundancy with retirement	2.5	post deleted																				
Voluntary redundancy	1.5	post deleted																				
Voluntary redundancy with retirement	1.5	post deleted																				
Leaving in the 'Efficiency of the Service'	1.0	post remains																				
Voluntary Retirement	0	post remains																				
WSDC	Have not agreed a policy yet																					
Police Authority	2 x redundancy package (Redundancy) 1 x redundancy package (Interest of Efficiency Retirement)																					

## APPENDIX A

### Total Pension & Redundancy Costings for 2004/5005 & 2005/2006

#### Calculation x 16 employees

#### Total cost

Historic redundancy payments plus pensionable added years including the redundancy cost to the Council

£637,590.09

The Redundancy cost element of the total cost

£136,639.21

#### Projected Pensions costs based on the total redundancy cost

New enhancements	Redundancy plus enhancement	Immediate pension cost	Total Cost	Difference
Redundancy cost x 1.5 multiplier	£204,958.82	228270.38	£433,229.20	-£204,360.90
Redundancy cost x 2 multiplier	£273,278.42	228270.38	£501,548.80	-£136,041.29
Redundancy cost x 2.5 multiplier	£341,598.03	228270.38	£569,868.41	-£67,721.68
Redundancy cost x 3 multiplier	£409,917.63	228270.38	£638,188.01	£597.92
Redundancy cost x 3.466 multiplier	£473,591.50	228270.38	£701,861.88	£64,271.79

## APPENDIX B

### Example of Redundancy packages

Example - Under 50		Current Arrangements	Proposed Arrangements (Multiplier of 3)	
Personal Details			Cash lump sum	Equivalent Augmented Years
salary	£33,540.48			
Age	42			
length of service	23 years			
Number of weeks pay	20.5			
<b>Redundancy payment - based on length of service and salary</b>		<b>£13,186.43</b>	<b>£39,559.29</b>	
Number of added years		0	0	<b>5.52</b>
Cost of pension to TDBC		£0.00	£0.00	
<b>TOTAL COST</b>		<b>13,186.43</b>	<b>£39,559.29</b>	

Example - Over 50		Current Arrangements	Proposed Arrangements (Multiplier of 3)	
Personal Details			Cash lump sum	Equivalent Augmented Years
salary	£32,361.01			
Age	58			
length of service	over 30 years			
Number of weeks pay	28.5			
<b>Redundancy payment - based on length of service and salary</b>		<b>£17,687.68</b>	<b>£53,063.04</b>	
Number of added years		6years 112days	0.00	<b>4.36</b>
Cost of pension to TDBC		£71,774.98	£15,232.88	
<b>TOTAL COST</b>		<b>89,462.66</b>	<b>£68,295.92</b>	

**APPENDIX C**

**Comparative Alternatives to the Compensatory Added Years (CAY)**

<b>Local Authority</b>	<b>CAY Alternative provision</b>																					
TDBC (proposed)	3 x redundancy package (Redundancy) 2 x redundancy package (Interest of Efficiency Retirement)																					
SDC (proposed)	3 x redundancy package (Redundancy) 2 x redundancy package (Interest of Efficiency Retirement)																					
SCC	3 x redundancy package (Redundancy) 2/3rds of 2 x redundancy package (Interest of Efficiency Retirement)																					
MDC	3 x redundancy package (Redundancy) 2/3rds of 2 x redundancy package (Interest of Efficiency Retirement)																					
SSDC	<table border="1"> <thead> <tr> <th data-bbox="440 1052 858 1093"><b>Leaver reason</b></th> <th data-bbox="858 1052 1066 1093"><b>Multiplier</b></th> <th data-bbox="1066 1052 1412 1093"><b>Effect</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="440 1093 858 1144">Compulsory redundancy</td> <td data-bbox="858 1093 1066 1144">2.5</td> <td data-bbox="1066 1093 1412 1144">post deleted</td> </tr> <tr> <td data-bbox="440 1144 858 1263">Compulsory redundancy with retirement</td> <td data-bbox="858 1144 1066 1263">2.5</td> <td data-bbox="1066 1144 1412 1263">post deleted</td> </tr> <tr> <td data-bbox="440 1263 858 1314">Voluntary redundancy</td> <td data-bbox="858 1263 1066 1314">1.5</td> <td data-bbox="1066 1263 1412 1314">post deleted</td> </tr> <tr> <td data-bbox="440 1314 858 1433">Voluntary redundancy with retirement</td> <td data-bbox="858 1314 1066 1433">1.5</td> <td data-bbox="1066 1314 1412 1433">post deleted</td> </tr> <tr> <td data-bbox="440 1433 858 1552">Leaving in the 'Efficiency of the Service'</td> <td data-bbox="858 1433 1066 1552">1.0</td> <td data-bbox="1066 1433 1412 1552">post remains</td> </tr> <tr> <td data-bbox="440 1552 858 1671">Voluntary Retirement</td> <td data-bbox="858 1552 1066 1671">0</td> <td data-bbox="1066 1552 1412 1671">post remains</td> </tr> </tbody> </table>	<b>Leaver reason</b>	<b>Multiplier</b>	<b>Effect</b>	Compulsory redundancy	2.5	post deleted	Compulsory redundancy with retirement	2.5	post deleted	Voluntary redundancy	1.5	post deleted	Voluntary redundancy with retirement	1.5	post deleted	Leaving in the 'Efficiency of the Service'	1.0	post remains	Voluntary Retirement	0	post remains
<b>Leaver reason</b>	<b>Multiplier</b>	<b>Effect</b>																				
Compulsory redundancy	2.5	post deleted																				
Compulsory redundancy with retirement	2.5	post deleted																				
Voluntary redundancy	1.5	post deleted																				
Voluntary redundancy with retirement	1.5	post deleted																				
Leaving in the 'Efficiency of the Service'	1.0	post remains																				
Voluntary Retirement	0	post remains																				
WSDC	Have not agreed a policy yet																					
Police Authority	2 x redundancy package (Redundancy) 1 x redundancy package (Interest of Efficiency Retirement)																					

## APPENDIX D

### Taunton Deane BC - Draft New Compensation Policy

1.	<p>The following policy on Compensation Payments applies to redundancies and early retirements on the grounds of efficiency of the service, which take effect <b>after 31<sup>st</sup> March 2007</b>.</p>
2.	<p>The calculation of redundancy payments is on the basis of actual salary.</p>
3.	<p>The Council exercises discretion under the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006, to make compensatory payments to employees being made redundant based on a multiplier of <b>three times</b> the number of weeks an employee would be entitled to under the statutory redundancy formula, inclusive of any statutory redundancy payment, up to a maximum of 90 weeks' pay.</p>
4.	<p>The Council requires that the full cost of any redundancies is recovered within a period not exceeding five years or by the normal retirement age, whichever is sooner.</p>
5.	<p>Employees who are eligible to be paid a compensation payment on being made redundant, and who are members of the Local Government Pension Scheme, are given the option of converting their compensation payment (excluding the statutory redundancy payment) into augmented pensionable service. <u>Augmentation is not an option where the compensation payment (excluding the statutory redundancy payment) purchases more pensionable service than the maximum allowable at age 65.</u></p>
6.	<p>No compensation payments are made to employees who are allowed to retire early on the grounds of interests of efficiency of the service, following a voluntary request from the employee.</p>
7.	<p>Where early retirements in the interests of efficiency of the service are management instigated, the Council awards a lump sum compensation payment, which is based on the enhanced compensatory element (excluding the statutory redundancy payment) awarded on redundancy. (For example: 2 x Stat Red = Interests of efficiency)</p>
8.	<p>Employees who are eligible to be paid a compensation payment on early retirement in the interests of efficiency of the service (as in paragraph 6 above), and who are members of the Local Government Pension Scheme, are given the option of converting their compensation payment into augmented pensionable service. <u>Augmentation is not an option where the compensation payment purchases more pensionable service than the maximum allowable at age 65.</u></p>



Ian McCulloch

20 December 2006

Mr T Hall  
Executive Member ( Resources )  
Taunton Deane Borough Council  
The Deane House  
Belvedere Road  
Taunton  
TA1 1HE

Dear Councillor Hall,  
The Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 (Draft)  
The Employment Equality Regulations 2006

Pension changes & the implications for Taunton Deane Borough Council

Following recent discussions with the Authority concerning the above proposal, Unison wish to submit the following for consideration, retain Taunton Deane's ability to award 6 & 2/3<sup>rd</sup> Compensatory Added Years on redundancy of staff over 50 years of age (subject to Reg. 52, The Local Government Pension Scheme (LGPS) Regulations)

In the South West, local authorities are major employers of staff. Taunton Deane is one of those authorities, therefore it is of great concern to Unison that staff over 50 & who are made redundant will have overwhelming difficulty securing employment & remuneration of a similar level to their qualifications & skill set. Removal of added years compensation will compound their insecurity at a time of great concern to the individual; at a time not of their choosing, adding to the feeling of uncertainty for the future.

Unison believe that, contrary to the advice given by the Local Government Employers, the Employment Equality Regulations do not make added years illegal, they require them to be justified in certain circumstances.

The Government has decided to retain age & length of service as the basis for statutory redundancy. It believes that this approach is justified because it reflects the greater difficulty older employees will encounter in obtaining future employment.

Given the difficulty of re-employment outlined above, Unison asserts that this Authority would be able to amply demonstrate justification for retaining augmented compensatory added years in these cases.

Clearly, a payment of 3 times the redundancy package, as referred to in the proposed paper, is nothing like equivalent to 6 & 2/3<sup>rd</sup> added years.

Indeed, the report acknowledges at para 2.4.3 that any purchase of augmented years via the proposed scheme will be less than the previous maximum achieved with up to 6 & 2/3rds years added.

When this event is being forced on the member of staff concerned, it is unlikely they would 'give away' a portion of their package to buy extra pension.

Unison have previously discussed with the Chief Personnel Officer how removal of any form of added years will discourage staff over 50 from coming forward as volunteers for redundancy or retirement in the interest of efficiency. This will impact heavily on the Authority's ability to encourage early release when seeking to reduce staff numbers & make cost savings, due to the substantial reduction in the overall package proposed.

The Authority have indicated that retention in any form of augmented added years, would be uneconomic in cost terms, however no figures have been published to compare current costs with possible projected costs for augmentation.

It is Unison's opinion that unless Taunton Deane has plans to make large numbers of staff redundant, or to offer a similar number retirement in the interest of efficiency, then cost would be no greater than is currently expended in an average year.

The Department for Communities & Local Government (DCLG) have stated that any changes should be cost neutral, (ie no increase or no decrease to that currently in place), therefore Unison have requested a response from the Authority to show how the proposed change in the application of discretionary payments is not being used as a cost-saving measure?

To date, no reply has been forthcoming.

It is Unison's view that provided an Added Years policy is non-discriminatory, there should be no reason why Taunton Deane cannot continue to award augmented Discretionary Compensatory Added Years under Regulation 52 of the Local Government Pension Scheme (LGPS.)

Unison therefore urges Taunton Deane Borough Council to retain their ability under the LGPS Regulations & permit the discretionary award, based on the merits of each case, when requiring redundancy & early retirement in the interest of efficiency.

If you would like to discuss this further, I am able to meet you by arrangement.

Yours sincerely,

Ian McCulloch  
Branch Chair.  
Taunton Deane Unison.

**Councillor Terry Hall**

The Deane House, Belvedere Road, Taunton TA1 1HE

Tel 01823

Fax 01823

email:

January 2007

**Private & Confidential**

Ian McCulloch

Branch Chair

Taunton Deane Unison

Dear Ian

**Re: Pensions changes & the implications for Taunton Deane Borough Council**

This letter is in response to your letter dated 20<sup>th</sup> December 2006 and Lisa Wyatt-Jones contacted you previously to explain that there would be a delay in my response due to the finalisation of the total costs to the Council.

The Council have been in consultation with Unison regarding the report on the Pension changes and the implications for several months. In that time the guidance has changed and has now finally been confirmed. The final draft of the report has been sent to you for consultation and will be presented to the Executive on the 7<sup>th</sup> February 2007.

I have responded to your questions are as follows:

The Council are unable to retain the ability to award 6 & 2/3rds Compensatory Added Years on Redundancy of staff over 50 years of age, as this is discriminatory under the Age Discrimination legislation, which came into force as of the 1<sup>st</sup> October 2006. The DCLG have supported this view and have enabled the Council to continue to use the Compensatory Added years in the interim period before the 31<sup>st</sup> March 2007, but have made it clear that an alternative has to be found.

The proposed method of enhancing the redundancy package is based on a multiplier of the redundancy package, which still takes into account the age and length of service of an employee, but no longer discriminates against employees who are under 50. The package offered is still substantial and employees will have the option of augmenting part of the package into their pension if they wish.

The Council do not believe that employees will be disadvantaged by the change in the procedure and will continue to support employees that are made redundant, in finding suitable employment.

Our calculations show that the difference in obtainable added years for the over 50's is only marginally lower, but now gives a greater and fairer package to employees under 50.

The Council believe that the proposed package will still enable cost savings, but may encourage a different group of employees to volunteer to leave.

The report now does include a comparison of augmented years to Compensatory added years.

We can confirm that the proposal is now cost neutral as stated in the latest report. Appendix B shows an example of an employee who is over 50 would cost approx £21,166.74 less, but it also shows an example of an employee who is under 50 and would cost approx £26,372.86 more. Appendix A shows that by using the multiplier of 3 it actually costs the Authority £597.92 more. This complies with the DCLG requirement of 'cost neutrality'.

The Councils view is that the Compensatory Added Years policy is Age Discriminatory and does not feel able to justify the continuation of this policy.

If you have any further questions, please do not hesitate to contact Lisa Wyatt-Jones, Strategic HR Consultant or myself.

Yours sincerely,

Councillor Terry Hall

CC: Melissa Norval, Chief Personnel Officer  
Lisa Wyatt-Jones, Strategic HR Consultant  
Gwyn Carter, Staff Side

## Overview and Scrutiny

### Taunton Unparished Area Precept: a Scrutiny investigation

#### Report of the Task and Finish Group

(This matter is the responsibility of the Leader of the Council)

#### **Executive Summary**

This is the final report of the Task and Finish Review examining the current and future use of the fund known as the Taunton Unparished Area Precept (referred to as 'the Precept').

The following recommendations are presented to the Executive for consideration, agreement and implementation as appropriate.

#### **1.0 Background to the Review**

- 1.1 The Precept was set up in the late 1980's to enable a local contribution to be paid towards improvements in the unparished area such as street lighting and traffic calming. It currently generates approximately £25,000 income per-annum. In recent years, due to a decline in overall spending in areas such as street lighting, little had been spent from this "special fund."
- 1.2 The current working balance is approximately £100,000.
- 1.3 The future of the Precept was discussed at the Review Board Meeting of 26th January 2006. Concern was expressed it was not being spent fairly. (Minute No.4/2006)
- 1.4 At the meeting of the Review Board on 3<sup>rd</sup> August 2006, it was resolved that **"...a Task and Finish Group be set up to look at the current situation relating to the Special Precept Working Balance and to consider how best this fund could be accessed resulting in equitable distribution across the Taunton Unparished Area."** (Minute No.43/2006)
- 1.5 This report contains several recommendations for consideration by the Executive. At a meeting on 25<sup>th</sup> January 2007, the Review Board recommended that the Executive approve those recommendations.

## **2.0 Members of the Task and Finish Group**

2.1 The following Councillors form the Task and Finish “1Group”

- Cllr Hazel Prior-Sankey (chair)
- Cllr Jean Allgrove
- Cllr Simon Coles
- Cllr Libby Lisgo
- Cllr Mike Watson

2.2 The following officers directly supported the Review

- Richard Bryant – Democratic Support Manager
- Paul Carter – Financial Services Manager
- Alastair Higton – Scrutiny Officer

## **3.0 Terms of Reference**

3.1 The Group expanded on the Review Board terms of reference, and decided to look at the future of the Precept as well. The Group agreed its terms of reference as follows:

3.2.1 To make recommendations to the Executive regarding access to and “equitable” distribution of the working balance;

3.2.2 To make recommendations on the future of the fund; and

3.2.3 To complete the review to feed into the 2007/2008 budget-setting process.

## **4.0 Reporting Lines**

4.1 The Review Board commissioned this investigation, and will receive the report first.

4.2 Amendments will be made to the report if necessary. It will then be presented to the Executive for consideration.

## **5.0 Evidence, Information and Recommendations**

5.1 The Group wanted to find out what the Precept could be spent on, and what schemes the Unparished areas needed.

5.2 Information was supplied showing what the Special Expenses Precept had been spent on in the past; mainly street lighting, traffic calming and replacement bus shelters.

5.3 The nature and workings of the unparished area Precept are hazy. There is no definitive list stating what the money can and cannot be spent on. However, The Department for Communities and Local Government has

provided a list of Powers for Parish Council. It shows the areas and schemes that Parishes can spend their money on, and is included in Appendix C of this report.

- 5.4 It was agreed that for the purposes of this Review, spending should be limited to the same powers and duties for which Parish Councils were able to raise money via a Precept. An information gathering exercise was carried out. All the Councillors in the unparished area were contacted and asked to identify any community need that could draw funding from the Precept.
- 5.5 It was made clear to Councillors in the unparished area that:
- 5.6 At this stage, the Group were looking only for small capital schemes which would have no consequential revenue implications (not to be confused with the final recommendations on making payments to cover revenue implications). It would therefore be of no use proposing more dog waste bins in a particular area - quite cheap to provide but the real cost involved was the cost of emptying them regularly; and;
- 5.7 A "bid" could be made for funding towards the overall cost of a larger scheme provided funding from other sources was also likely to be forthcoming.
- 5.8 Responses were received from Councillors and are recorded in Appendix A of this report.
- 5.9 Suggestions tended to meet the criteria for the type of scheme that could be funded, namely;
  - Play areas and youth shelters;
  - Street lighting (including the lighting of routes through public parks);
  - Bus shelters;
  - Allotments (for example, providing composting toilets);
  - Environmental improvements (for example, replacing existing litter bins with covered receptacles);
  - And traffic calming.
- 5.10 The Group realised that identifying capital-only schemes in this way was difficult, and not necessarily equitable. They concluded that it was more important to set up a robust system for distributing the Precept, rather than rushing to spend the money just because it was available.
- 5.11 The Group spent much time discussing "equitable" distribution of the fund. The Group agreed that "divvying-up" the money without a robust system for doing so was not equitable.
- 5.12 The Group decided against distributing the Precept equally amongst Councillors in the unparished area for application in their Wards.
- 5.13 Therefore, the Group agreed several recommendations that could create a structure for allocating the funds in future;

### **Recommendation 1**

A short bidding process should be put in place to deal with requests for money from the Precept.

### **Recommendation 2**

A bid pro-forma should be developed to enable Councillors in the Unparished Area or the Executive to formally request funding for community based projects/needs in the Unparished Area.

The information to be included on the pro-forma should require an estimated capital cost and details of any consequential revenue costs, as a "commuted sum".

5.14 An example pro-forma is attached in Appendix B.

5.15 At the moment, there is no clear process for deciding how to spend the Precept.

### **Recommendation 3**

Bids should be considered by an Advisory Panel comprising five Councillors from the Unparished Area, reflecting the political balance in the Unparished Area.

5.16 Currently this would result in two Conservatives, two Liberal Democrats and one Labour Councillor forming the Advisory Panel.

### **Recommendation 4**

The Advisory Panel should meet in the first quarter of each financial year, and as necessary over the remainder of the year. In order to begin allocating the large balance of the Precept, a one-off bid 'round' should take place in February or March 2007.

5.17 The Group acknowledged that deciding which schemes to fund should remain with the Executive, but were concerned that the current process was confusing. Contributions from the fund are made automatically towards schemes which qualify or partial funding from the precept. The Group agreed that the final decision on which schemes to fund should reside with a single Portfolio Holder.

### **Recommendation 5**

The final decision on whether to support the recommendations of the 'Advisory Group' should reside with the Executive Member for Community Leadership, and Decisions should be reported through the Weekly Bulletin.

5.18 The Group was conscious that some of the suggestions put forward by the Unparished Area Councillors referred to schemes of work that are the responsibility of other public service providers, particularly the County Council. Besides, some schemes that were suggested already have budgets allocated to them, such as bus shelters and play equipment.



## **Recommendation 6**

The Precept should not be used as a top-up for TDBC-funded schemes, even though it does make contributions to certain schemes in the unparished area.

- 5.19 The Precept is an extra fund, and should not be used when other budgets are available.
- 5.20 Identifying worthwhile capital-**only** schemes was very difficult. Any new equipment or construction has a maintenance and / or insurance cost. A new bus shelter must be maintained and street-lighting needs electricity!
- 5.21 The problem was considered at length by the Group. The main difficulty was how to identify schemes with no ongoing maintenance or management cost.
- 5.22 Thought was given to allocating a percentage of the Precept to revenue fund each scheme. Paying revenue costs out of the Precept would soon exhaust the fund: increasing revenue obligations would slowly swallow up the entire Precept, leaving nothing for new capital schemes. It would also be difficult to reduce or abolish the Precept without creating a knock-on cost to other budgets.
- 5.23 Nevertheless, the Group was determined to widen the use of the Precept as much as possible.
- 5.24 In recognition that most, if not all, projects funded from the Precept would have a future maintenance liability, the group agreed that the Precept should be made available to fund any 'revenue' implications of a scheme.

## **Recommendation 7**

That all scheme proposals include an estimate of the revenue funding needed for the lifetime of the scheme, not normally to be more than 20% of the capital cost. This amount will be transferred to the appropriate TDBC budget line as a "commuted sum".

## **Recommendation 8**

That the collection of the precept should continue at a level to be determined on a yearly basis by the Council as part of the normal budget setting process and that this be used to fund appropriate schemes which fall under the broad headings listed in paragraph 5.9. Any unspent monies should be rolled forward to following years.

## **6.0 Conclusion - Why are the Recommendations the Right Ones?**

6.1 The Purpose of the Task and Finish review was to find an equitable way to distribute the unparished area Precept. The Group believes that if its recommendations are adopted, a robust and transparent structure will be created that will allow the unparished Precept to be effectively and appropriately spent.

6.2 The advantages of the 8 recommendations given above are;

6.2.1 Recommendations 1, 2, 3 and 4 create a robust system for identifying and funding schemes from the Precepts.

6.2.2 Recommendation 5 ensures that decision-taking remains with the Executive but becomes more transparent accessible and inclusive than it currently is;

6.2.3 Recommendation 6 ensures that the Precept is spent on suitable schemes; and

6.2.4 Recommendation 7 creates sufficient scope for worthwhile schemes to be funded.

6.2.5 Recommendation 8 ensures that the level and future of the Precept is regularly revisited by the Council.

6.3 The Terms of Reference for this review have been met;

6.3.1 Recommendations have been made on regarding how to distribute the current working balance;

6.3.2 Recommendations have been made regarding the future of the fund; and

6.3.3 The review has been completed in time to feed into the 2007/2008 budget-setting process.

6.4 The recommendations are presented to the Executive for consideration, agreement and implementation as appropriate

6.5 For further details, please contact:

- **Alastair Higton**  
Scrutiny Officer  
Taunton Deane Borough Council  
Belvedere Road  
Taunton TA1 1HE
- **T:** 01823 356397 (extension 2504)
- **e:** a.higton@tauntondeane.gov.uk

## Appendix A

### Responses Received from Unparished Area Councillors

- Two youth shelters – Lisieux Way and Rowan Drive;
- Additional lighting between Hamilton Park and Lisieux Way;
- Slide for the Holway Green play area;
- Bus shelter in Shoreditch Road between Fullands House and Mountfields;
- Bus shelter in Celandine Mead to be painted green;
- Light by steps on footpath between Bluebell Close and Heather Close;
- Street lighting in Galmington Lane and Hoveland Lane;
- Covered litter bins for Lyngford
- Installation of composting toilets at the allotments in Lyngford;
- Mower to maintain grass footpaths at Rowbarton Allotments;

Some requests received could not be considered as additional information was required before a decision could be made. These items included;

- Refurbishment and repainting of play equipment at Leycroft Park;
- Refurbishment of wooden bridge at Thames Drive;
- More dropped kerbs in the Blackbrook and Holway area;
- Surfacing the footway between Dowsland Way and Celandine Mead;
- Cleaning or replacement of road name plates etc;
- New flooring at Multi-Storey Car Park at Paul Street;
- Cycle/foot way in Barlinch Close;
- Pigeon proofing Railway Bridge;
- Repair of Post Office Clock;
- Broken Signs and litter around Brendon House, High Street.

## Appendix B

### Sample Bid Proforma

<b>Unparished Area Precept: Bid Form</b>	
Date of Bid:	
Name of bidder	
Contact details:	
<b>Scheme Details</b>	
What is the scheme? What will it do?	
Where will the scheme be located?	
What is the lifetime of this scheme / project expected to be?	
Who will it help?	
<b>Demonstrate the Need for the Scheme</b>	
Please outline the advantages of providing this scheme / project? What problems will it resolve?	
<b>Capital Costs</b>	
How much is this likely to cost to create? Please provide details	
Have other sources of funding been pursued? If so, which ones?	
Was money made available from these funds? (delete as applicable)	<b>YES / NO</b>
If so, how much? £	<input type="text"/>
If not, why not?	
<b>Revenue Costs</b>	
What extra revenue implications are attached to this scheme? Include things like maintenance, insurance, upkeep.	
What is the likely <b>total lifetime</b> cost of maintaining and managing this scheme?	
Who will be expected to maintain the scheme when it is completed?	
<b>Please forward your bid to Mr X at Room Y, Taunton Deane Borough Council, Belvedere Road, Taunton TA1 1HE</b>	

## Appendix C

### List of Parish Council Powers

Please note, this is not an exhaustive list but does indicate the sorts of functions that Parish Councils can discharge.

**Source:** Department of Communities and Local Government  
[www.communities.gov.uk/index.asp?id=1133770](http://www.communities.gov.uk/index.asp?id=1133770)

Function	Powers & Duties
Allotments	<ul style="list-style-type: none"> <li>• Duty to provide allotments.</li> <li>• Power to improve and adapt land for allotments, and to let grazing rights</li> </ul>
Baths and washhouses	<ul style="list-style-type: none"> <li>• Power to provide public baths and washhouses</li> </ul>
Burial grounds, cemeteries and crematoria	<ul style="list-style-type: none"> <li>• Power to acquire and maintain</li> <li>• Power to provide</li> <li>• Power to agree to maintain monuments and memorials</li> <li>• Power to contribute towards expenses of cemeteries</li> </ul>
Bus shelters	<ul style="list-style-type: none"> <li>• Power to provide and maintain shelters</li> </ul>
Bye-laws	<ul style="list-style-type: none"> <li>• Power to make bye-laws in regard to pleasure grounds</li> <li>• Cycle parks</li> <li>• Baths and washhouses</li> <li>• Open spaces and burial grounds</li> <li>• Mortuaries and post-mortem rooms</li> </ul>
Clocks	<ul style="list-style-type: none"> <li>• Power to provide public clocks</li> </ul>
Closed churchyards	<ul style="list-style-type: none"> <li>• Powers as to maintenance</li> </ul>
Common pastures	<ul style="list-style-type: none"> <li>• Powers in relation to providing common pasture</li> </ul>
Conference facilities	<ul style="list-style-type: none"> <li>• Power to provide and encourage the use of facilities</li> </ul>
Community centres	<ul style="list-style-type: none"> <li>• Power to provide and equip buildings for use of clubs having athletic, social or recreational objectives</li> </ul>
Crime prevention	<ul style="list-style-type: none"> <li>• Powers to install and maintain equipment and establish and maintain a scheme for detection or prevention of crime</li> </ul>
Drainage	<ul style="list-style-type: none"> <li>• Power to deal with ponds and ditches</li> </ul>
Entertainment and the arts	<ul style="list-style-type: none"> <li>• Provision of entertainment and support of the arts</li> </ul>
Gifts	<ul style="list-style-type: none"> <li>• Power to accept</li> </ul>
Highways	<ul style="list-style-type: none"> <li>• Power to maintain footpaths and bridle-ways</li> <li>• Power to light roads and public places</li> <li>• Provision of litter bins</li> <li>• Powers to provide parking places for bicycles and motor-cycles, and other vehicles</li> <li>• Power to enter into agreement as to dedication and widening</li> <li>• Power to provide roadside seats and shelters</li> </ul>

	<ul style="list-style-type: none"> <li>• Consent of parish council required for ending maintenance of highway at public expense, or for stopping up or diversion of highway</li> <li>• Power to complain to highway authority as to unlawful stopping up or obstruction of highway or unlawful encroachment on roadside wastes</li> <li>• Power to provide traffic signs and other objects or devices warning of danger</li> <li>• Power to plant trees and lay out grass verges etc. and to maintain them</li> </ul>
Investments	<ul style="list-style-type: none"> <li>• Power to participate in schemes of collective investment</li> </ul>
Land	<ul style="list-style-type: none"> <li>• Power to acquire by agreement, to appropriate, to dispose of</li> <li>• Power to accept gifts of land</li> </ul>
Litter	<ul style="list-style-type: none"> <li>• Provision of receptacles</li> </ul>
Lotteries	<ul style="list-style-type: none"> <li>• Powers to promote</li> </ul>
Mortuaries and post mortem rooms	<ul style="list-style-type: none"> <li>• Powers to provide mortuaries and post mortem rooms</li> </ul>
Open spaces	<ul style="list-style-type: none"> <li>• Power to acquire land and maintain</li> </ul>
Parish documents	<ul style="list-style-type: none"> <li>• Powers to direct as to their custody</li> </ul>
Telecommunications facilities	<ul style="list-style-type: none"> <li>• Power to pay public telecommunications operators any loss sustained providing telecommunication facilities</li> </ul>
Public buildings and village hall	<ul style="list-style-type: none"> <li>• Power to provide buildings for public meetings and assemblies</li> </ul>
Public conveniences	<ul style="list-style-type: none"> <li>• Power to provide</li> </ul>
Town and country planning	<ul style="list-style-type: none"> <li>• Right to be notified of planning applications</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>• Power to encourage visitors and provide conference and other facilities</li> </ul>
Traffic calming	<ul style="list-style-type: none"> <li>• Powers to contribute financially to traffic calming schemes</li> </ul>
Transport	<ul style="list-style-type: none"> <li>• Powers in relation to car-sharing schemes, taxi fare concessions and information about transport</li> <li>• Powers to make grants for bus services</li> </ul>
War memorials	<ul style="list-style-type: none"> <li>• Power to maintain, repair, protect and alter war memorials</li> </ul>
Water supply	<ul style="list-style-type: none"> <li>• Power to utilise well, spring or stream and to provide facilities for obtaining water from them</li> </ul>

Source: Department of Communities and Local Government  
[www.communities.gov.uk/index.asp?id=1133770](http://www.communities.gov.uk/index.asp?id=1133770)

## TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE – 7 FEBRUARY 2007

### REPORT OF THE FINANCIAL SERVICES MANAGER

This Matter Is The Responsibility of Executive Cllr Williams (Leader of the Council)

### GENERAL FUND REVENUE ESTIMATES 2007/08

#### Executive Summary

To consider the Executive's final 2007/08 budget proposals, prior to submission to Full Council on 20 February 2007 for approval. The report contains details on:

- 1 The General Fund Revenue Budget proposals for 2007/08, including the proposed Council Tax increase and the Prudential Indicators.
- 2 Draft figures on the predicted financial position of the Council for the following four years.

#### 1. Purpose

- 1.1 All Councillors were presented with details of the Executive's initial budget plan over Christmas. This pack contained details of the General Fund Revenue and Capital budgets, along with listings of how the Executive was minded to close the budget gap.
- 1.2 Councillors were requested to feedback their views on the budget plans to the Executive so they could be taken into account before their final budget was presented for approval.
- 1.3 The Financial Services Manager attended Group Meetings during January to explain the content of the pack – to ensure all Councillors are fully briefed and able to join in the budget debate.
- 1.4 The Executive have considered the feedback made by individual Councillors and the Review Board, and now present their final General Fund revenue budget proposals for 2007/08.

#### 2. Background Information

- 2.1 Each year the Council sets an annual budget, which sets out in detail the resources needed to meet operational requirements. The annual budget is prepared within the context of the Medium Term Financial Plan (MTFP) – which is simply a 5-year rolling financial plan.
- 2.2 Previous MTFPs have predicted an ongoing budget shortfall. Members recognised this and approved a **Financial Strategy in April 2004** to set the framework for resolving this. This Financial Strategy was a key link between the Corporate Strategy and the MTFP, and recognised that there were some difficult issues for this Council to tackle – but to continue to provide services as we have been was not an option.

- 2.3 As a reminder, the key principles of the Financial Strategy were:-
- That to continue providing the current level of services was not an option for Taunton Deane.
  - That each service of the Council would be subject to scrutiny - not only for efficiency reasons, but to challenge the current level of service delivery in light of the Councils Corporate Priorities.
  - That General Fund Revenue Reserves could be reduced to £750k to facilitate the delivery of invest to save initiatives (subject to certain boundaries). That the Executive be authorised to approve such initiatives and necessary supplementary estimates on behalf of full Council.
  - That all Councillors would be given the opportunity to be involved in the process.
- 2.4 The MTFP was updated over the summer to reflect the latest estimates from officers on unavoidable costs. The **MTFP results, together with the Budget Strategy for 2007/08 were presented to the Review Board on 5 October 2006.**
- 2.5 The budget strategy report set out the methodology that would be used to scrutinise the savings and efficiencies necessary to close the budget gap. In summary this was:
- The Executive consider the overall service priorities of the Council using the Profile of Services,
  - The Executive issue savings targets to Corporate Management Team based on the Profile of Services,
  - Heads of Service prepare Savings Delivery Plans for each service, this includes prioritisation of savings based on both operational and public acceptability,
  - The Review Board scrutinise and comment on the Delivery Plans at a special meeting in November.
- 2.6 A reminder of the Council's agreed profile of services is shown in Appendix A.
- 2.7 Using the Profile of Services as the framework for ensuring that resources would be matched to priorities in the 2007/08 budget, Corporate Management Team and Members of the Executive issued savings targets to each Head of Service.
- 2.8 The Heads of Service were tasked with reviewing options for delivering the savings targets, and asked to complete a Savings Delivery Plan for each target. The Savings Delivery Plans list, for each service, options for meeting the savings target – through efficiency savings, cuts to front-line service delivery, through raising extra income or through price increases. Each option had been given a category for both the ease of implementation in operational terms, and the impact of that option on the public (Category 1 =



Easier through to Category 3 = Harder). The **Review Board considered the Savings Delivery Plans on 30 November 2006.**

- 2.9 The Executive's initial budget plans were shared with all Councillors in the pre-Christmas budget consultation pack. This showed a budget surplus of £39.5k, together with details of all the savings delivery plans being considered.

### **3. Budget Strategy For 2007/08**

- 3.1 There are two main aims of this budget setting process – to ensure the increase in council tax is minimised, and, at the same time to try and maintain excellent front-line service provision.
- 3.2 Through the implementation of the Financial Strategy and the subsequent Budget Strategy, the council now has a sustainable and much improved budget position for the future. The Profile of Services and subsequent savings targets and delivery plans has ensured that the Council is directing it's limited resources to the priority areas:-
- Delivery of Project Taunton.
  - Tackle Anti-Social Behaviour in our Communities.
  - Work with the County Council and Others to Tackle Local Transport Priorities.
  - Affordable Housing.
- 3.3 The General Fund Reserve is currently £1.442m. This has fallen during the year due to the need to approve supplementary estimates totalling £265k (Concessionary travel, additional staffing resources, Westival, Christmas lights, RCCO, New Planning IT System). This does offer a small amount of flexibility in the budget funding decision but the overriding principle of ensuring the authority's underlying expenditure is not reliant on reserves remains.
- 3.4 As with earlier years, there is no contingency built into the 2007/08 budget. All requests for new funding must be presented as supplementary estimates from the General Fund Reserve.

### **4. Budget Consultation**

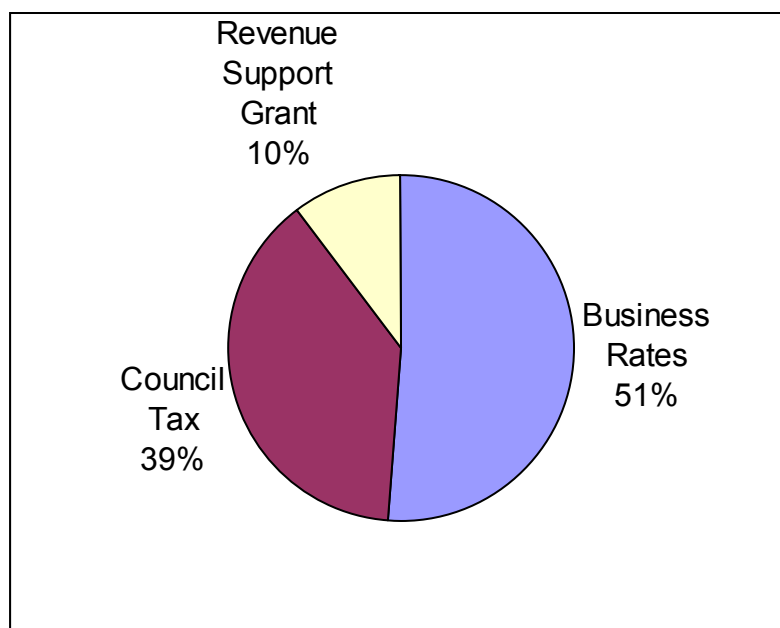
- 4.1 Consultation on the budget has taken place with the Taunton Chamber of Commerce, Wellington Chamber and Taunton Town Centre Company. A verbal update on their comments will be provided at the meeting.
- 4.2 In addition last spring, Officers carried out detailed consultation on the priorities of the Council with the public. A summary of the findings of "Your Council, Your Views" was included in the Christmas Consultation Pack.

### **5. The General Fund**

- 5.1 The General Fund Revenue Account is the Council's main fund and shows the income and expenditure relating to the provision of services which residents, visitors and businesses all have access to including Planning,

Environmental Services, Car Parks, Leisure Services, certain Housing functions, Community Services and Corporate Services.

- 5.2 The Council makes charges for some of its services which means that less has to be funded by the taxpayer and central Government. The expenditure that remains is funded by the central government via the Revenue Support Grant, and National Non-Domestic Rates. The Council Taxpayer primarily funds the remainder. The chart below depicts the relative proportions of each for 2006/07:



## 6. Local Government Finance Settlement 2007/08

- 6.1 Last year the Government provided draft figures for 2007/08 of £8.156m. These figures did not change in either the provisional announcement or the final figures announced on 18<sup>th</sup> January 2007. (The actual grant received in 2006/07 is £7.755m).
- 6.2 The funding methodology used by the DCLG has not changed from that in place for 2006/07. Part of the methodology ensures that each local authority receives a minimum increase in cash granted; this is known as the “floor”. For 2007/08 the floor in place for district tier councils is 2.7%.
- 6.3 The table below summarises this years draft settlement with last years figures:-

	2006/07	2007/08	Variance	
	£m	£m	£m	%
Total External Support (RSG & NNDR)	7.755	8.156	0.40	5.17

In total, the Government’s contribution towards our spending requirement has risen by £401k (5.17%) for next year.

6.4 The tables below summarise the grant settlements issued for Somerset:-

**RSG/NNDR Increases 2006/7 and 2007/08**

	<b>Floor 2006/07 %</b>	<b>Ceiling 2006/07 %</b>	<b>Floor 2007/08 %</b>	<b>Ceiling 2007/08 %</b>
Shire Districts	3.0	n/a	2.7	n/a
County Councils	2.0	n/a	2.7	n/a
Shire Unitaries	2.0	n/a	2.7	n/a
Metropolitans	2.0	n/a	2.7	n/a
London Boroughs	2.0	n/a	2.7	n/a

**RSG/NNDR Increases 2006/07 to 2007/08**

	<b>2006/07 £m</b>	<b>2007/08 £m</b>	<b>% Increase</b>	<b>£ Per Population</b>
Mendip	7.711	8.028	4.1	74.61
Sedgemoor	8.929	9.467	6.0	87.58
South Somerset	10.162	10.614	4.4	70.29
<b>Taunton Deane</b>	<b>7.755</b>	<b>8.156</b>	<b>5.2</b>	<b>75.80</b>
West Somerset	3.122	3.208	2.8	89.35
Somerset CC*	85.559	82.085	(4.1)	160.89

\* Due to the creation of the Devon and Somerset Fire Authority there is a reduction in the amount SCC will receive in RSG/NNDR for 2007/08, therefore the figures shown in the table above for SCC are not directly comparable.

6.5 The DCLG have confirmed that they do not expect to see Council Tax increases above 5%.

6.6 Next year the authority, in line with the next Government Comprehensive Spending Review, will receive indicative grant settlements for the three forthcoming financial years. This will again improve the Council's ability to forecast our future financial position and aid our overall financial planning.

6.7 Further details on neighbouring authorities Band D Council Tax is set out in Appendix B.

**7 General Fund Budget Proposals 2007/08**

7.1 The following section outlines the draft proposals of the Executive. For ease of reference, the table presented in the budget consultation packs (buff folders, paragraph 3.2) has been reproduced below. There have been a few amendments made to the proposals, and these are shown separately at the end of the table.

## 7.2 Executive's Proposals To Close The Budget Gap

	£'000
<b>Budget Gap reported to Review Board on 30<sup>th</sup> November</b>	<b>93.6</b>
Items updated verbally at Review Board on 30 <sup>th</sup> November:	
Further increase in concessionary travel costs	140
Increase in Council Tax Base	(14)
<b>Updated Budget Gap to Review Board on 30<sup>th</sup> November</b>	<b>219.6</b>
Savings Delivery Plans considered at Review Board on 30 <sup>th</sup> November	(88.9)
<b>Remaining Budget Gap</b>	<b>130.7</b>
<b>Adjustments to the MTFP:</b>	
Increased housing benefit subsidy income	(20)
Increased waste contract costs (contract extension)	118.3
One-off funding of waste contract costs due to Waste Partnership	(100)
Remove 07/08 RCCO re Finance System (to be provided via ISIS)	(47)
<b>Implications of action taken:</b>	
Debt restructuring – reduced interest costs & increased investment returns	(117)
<b>New Information:</b>	
Changes to NI and tax rules following Pre Budget report	(4.5)
<b>Budget Surplus After Draft Finance Settlement (as per Budget Consultation Packs)</b>	<b>(39.5)</b>
<b>New Information:</b>	
Deficit on Collection Fund	5
<b>Budget Surplus After Draft Finance Settlement</b>	<b>(34.5)</b>

7.3 The Executive are minded to fund new initiatives in 2007/08 in the following areas:

<b>2007/08 New Initiatives:</b>		
A	Grant towards running cost of Westival	15
B	Cardboard Recycling (Bring Banks)	10
C	Proposed Skate Park - potential revenue costs	30
D	Handyman – expansion of existing service	10
E	Warm and Well – expansion of existing service	25
F	Creation of a Climate Change Strategy	15
G	Crime & Antisocial Behavior – new initiatives	19.5
	<b>Total of New Initiatives</b>	<b>124.5</b>

A brief narrative is provided for each of these items below:

- A. During the current year a grant of £19k has been provided towards the running costs of Westival. The Executive wish to put £15k into the budget for an ongoing grant towards Westival.
- B. Negotiations are underway with Perrys Recycling to convert existing paper banks to also accept cardboard.
- C. Plans are currently being drawn up for the new skatepark. Once these are finalised firm proposals will be brought to the Executive with both Capital build costs and Revenue running costs. At present the revenue running costs are estimated to be £30k per annum.
- D. The Handyman is often required to undertake works that from a practical and Health and Safety perspective require 2 people to complete the job. Typically this can include cleaning and repairing gutters where a ladder is required and where it is necessary to move furniture. Elderly residents are also having increasing problems where new appliances, fridges and washing machines have been purchased and the suppliers are now stating that they will only remove the appliance from outside the resident's dwellings. Consequently the additional £10,000 will be used to pay for the use of a second person when they are required. The Handyman is also getting requests to increase the range of services to include the fitting of CO2 alarms and keysafes which are installed in the homes of vulnerable and frail elderly residents in order to allow easy access for visitors, the additional funding will allow these services to be provided.
- E. The Council works in partnership with the Centre for Sustainable Energy (CSE) and other District Councils to provide energy efficiency grants to elderly residents, over the age of 70, under the successful Warm and Well Scheme. This is a very useful scheme because it enables grants to be given to elderly residents on low income who do not qualify for the Government's Warmfront Grants because they are above the income threshold for these means tested grants. The additional funding will allow the qualifying age threshold to be reduced to residents who are 65 years old and in receipt of pensions.
- F. We will develop a climate change strategy to ensure that the Council is playing its local part in tackling the global challenge of climate change. The strategy will focus on Council's direct role as an energy user as well as the significant part we can play in influencing others through our local leadership, partnership and policy-making role. The development of a climate change strategy is an extension of the "Nottingham Declaration on Climate Change", signed by over 100 local authorities including Taunton Deane.
- G. Following the clear message from the public in the recent 'Your Council, Your Views' consultation, the Executive proposes to allocate £19,500 towards initiatives designed to promote community safety and tackle anti-social behaviour in our communities

7.4 In addition to the new initiatives above the executive are minded to review the timescales for implementing their grant reduction to the Brewhouse Theatre. The theatre is going through a period of considerable change and the Executive wish to support this by deferring the implementation of the grant strategy by one year.

7.5 In summary the budget proposal of the Executive are:

<b>Budget Surplus After Draft Finance Settlement (as 7.2 above)</b>	<b>(34.5)</b>
New Initiatives	124.5
Brewhouse grant strategy	15
<b>Budget Gap After Draft Finance Settlement</b>	<b>105</b>

7.6 The complete set of delivery plans has already been circulated to all Members with the February Review Board papers and are not reproduced here. If further copies are required please contact Financial Services on 01823 356418.

## 8 Review Board Proposal

8.1 The Review Board considered the Executive's draft budget proposals at their meeting on 25 January 2007. No formal amendments were recommended. Comments were made regarding the Westival grant and the deferring of the reduction in Brewhouse grant. Members also raised questions regarding the Concessionary Travel scheme and whether the expected overspend in 2006/07 has been included in the 2007/08 budget.

## 9 Proposed General Fund Budget 2007/08

9.1 The Executive wishes to present the following proposed budget for 2007/08.

<b>Proposed Total Council Tax Increase = 2.0%</b>
---

9.2 Taking into account a Council Tax increase of 2% and the level of income, which will be generated from the proposed increases in Car Parks fees, the budget gap has now been fully closed as demonstrated in the table below.

<b>Budget Gap After Draft Finance Settlement</b>	<b>105</b>
Issues still to be resolved:	
Car Parks – subject to meeting of TRO panel regarding car parking fees and approval at Full Council in February	(230)
Council Tax – 2 %	125
<b>Budget Gap</b>	<b>0</b>

- 9.3 The following table compares the proposed budget with the original budget for the current year:

	<b>Original Estimate 2006/07 £</b>	<b>Forward Estimate 2007/08 £</b>
Total Spending on Services	16,584,480	15,834,800
Asset Management Revenue Account	(2,649,350)	(550,740)
Loans Fund Principal	(635,150)	(1,144,330)
Interest Income	(600,160)	(894,000)
Contribution from General Fund Balances	0	0
<b>AUTHORITY EXPENDITURE</b>	<b>12,699,820</b>	<b>13,245,730</b>
Less: Revenue Support Grant	(1,254,774)	(1,313,235)
Less: Contribution from NNDR Pool	(6,500,220)	(6,842,655)
Surplus/Deficit on Collection Fund	(3,710)	4,830
<b>Expenditure to be financed by District Council Tax</b>	<b>4,941,116</b>	<b>5,094,670</b>
Divided by Estimated Council Tax Base	39,358.90	39,786.35
<b>Council tax @ Band D</b>	<b>£125.54</b>	<b>£128.05</b>
<b>Cost per week per Band D equivalent</b>	<b>2.41</b>	<b>2.46</b>

- 9.3 A separate booklet, sent out under separate cover, contains the summarised revenue, capital and HRA estimates.

## 10 General Fund Reserve Position

- 10.1 The 2005/06 Statement of Accounts has been formally signed off by our auditors and has received an unqualified audit opinion.
- 10.2 A summary of the predicted General Fund Reserve position, prior to the budget setting decision is as follows:-

	<b>£</b>
Opening Balance 1.4.05	1,383,364
Less / Amount Used To Support 2005/06 Budget	0
Less / Supplementary Estimates Agreed To Date	<u>(264,544)</u>
Add repayment to reserves for early retirements granted in recent years	67,580
Cont from Defra earmarked reserve	10,000
Add repayment to reserves re underspend on Wellsprings project	246,000
<b>Predicted Balance Before Budget Setting</b>	<b><u>1,442,400</u></b>

10.3 The proposed budget shown in section 9 above does not require the use of reserves to support spending. At the end of 2007/08 the predicted balance on the reserve is £1,567,020.

10.4 The predicted balance represents 6.15 weeks worth of Authority expenditure.

10.5 The Authority does have other Reserves and Provisions in place, but they are all earmarked funds, and cannot be used for any other purpose. There is a process of continual review to ensure the validity of holding such earmarked funds.

## 11. Council Tax

11.1 The Council Tax calculation and formal tax setting resolution is considered in a separate report on this agenda. The proposed budget for Taunton Deane shown above will result in a **Band D Council Tax of £128.05**, an increase of £2.51 (2.0%) on 2006/07.

11.2 This represents an increase of 4.8p pence per week. The Band D taxpayer will receive all the services provided by the Borough Council in 2007/08 at a cost of £2.46 per week.

## 12. The Future Financial Position of the Council

12.1 It is now a requirement for the Council to prepare not only budgets for the following financial year but to also provide indicative figures for the two years after that.

12.2 The Medium Term Financial Plan (MTFP) provides an indication of the expected budget gap going forward into 2008/09 and this shows in summary the following position:

	<b>2008/09 £m</b>	<b>2009/10 £m</b>	<b>2010/11 £m</b>	<b>2011/12 £m</b>
Expected Budget Requirement	14,390	14,948	15,394	15,968
Financed By:				
External Government Support	8,237	8,320	8,403	8,487
Council tax (increase assumed 4.5% each year)	5,751	6,037	6,339	6,657
<b>Predicted Budget Gap</b>	<b>402</b>	<b>591</b>	<b>653</b>	<b>825</b>

12.3 Members should note that the table above has been prepared on the assumption of a 4.5% increase in Council Tax each year, including 2008/09. In addition annual growth of 1% in Government support has also been assumed. The figures above take into account the ongoing impact of all of the Executive's budget proposals and the 2007/08 proposed Council Tax level.



12.4 As shown above, Officers expect that, despite the work done in recent years to close the budget gap and produce a sustainable revenue budget, the increasing cost of staff (pay, pensions etc) and other demands on the Council will mean that there will continue to be a budget gap in future years. The Executive will receive a report early in the new financial year, which will be reviewing the MTFP position. The objective for the Executive will be to draw up a plan to resolve the ongoing budget gap for the medium term.

### 13. Taunton Unparished Area

13.1 The estimated expenses chargeable to the non-parished area of Taunton in 2007/08 amounts to £27,870, an increase of 2%, and this forms part of the total net expenditure of the Council. The precept in 2006/07 was £27,320.

13.2 The special expenses represent costs arising in respect of street / footway lighting and bus shelters.

### 14. Deane DLO

14.1 Detailed budgets for 2007/08 have been produced for the Deane DLO. Figures for each are shown below. DLO Managers will charge work to clients on the basis of recovering this expenditure and with the aim of making a surplus. In 2005/06 the DLO made an overall surplus of £71k and it is expected to make a broadly similar return in 2006/07. However it should be noted that due to the uncertainty of their income sources i.e. they are reliant on winning contracts, these figures are very much an estimate and are based on the best information at this time. The figures below reflect the impact of the proposed restructure within Housing.

<b>DLO</b>	<b>Expenditure £'000</b>	<b>Income £'000</b>	<b>Surplus/(Deficit) £'000</b>
Building Maintenance	4,274	4,353	79
Highways	765	765	0
Grounds Maintenance	2,459	2,459	0
Cleansing	765	746	(19)
<b>Total</b>	<b>8,263</b>	<b>8,323</b>	<b>60</b>

**15. Prudential Indicators 2006/07 to 2008/09**

- 15.1 As part of the Prudential Code for Capital Finance there is a requirement for Full Council to approve the indicators as set out below. These include the borrowing limits, which were previously detailed in a separate report to the Executive.

PRUDENTIAL INDICATOR	2005/06 £'000	2006/07 £'000	2007/08 £'000	2008/09 £'000	2009/10 £'000
	out-turn	estimate	estimate	estimate	estimate
<b>Capital Expenditure</b>					
General Fund	£4,196,369	£3,279,910	£2,240,200	£1,725,200	£3,442,100
HRA	£4,991,450	£4,115,000	£4,907,700	£5,062,400	£5,265,400
TOTAL	£9,187,819	£7,394,910	£7,147,900	£6,787,600	£8,707,500
<b>Ratio of financing costs to net revenue stream</b>					
General Fund	-0.03%	-1.91%	-5.48%	-3.51%	-2.98%
HRA	5.00%	4.00%	3.93%	3.73%	3.55%
<b>Net borrowing requirement</b>					
brought forward 1 April	£3,959,700	£5,897,121	£6,633,630	£7,133,630	£7,633,630
Carried forward 31 March	£5,897,121	£6,633,630	£7,133,630	£7,633,630	£8,133,630
in year borrowing requirement	£1,937,421	£736,509	£500,000	£500,000	£500,000
<b>Capital Financing Requirement as at 31 March</b>					
General Fund	£6,400,779	£7,137,288	£7,637,288	£8,137,288	£8,637,288
HRA	£14,291,342	£14,291,342	£14,291,342	£14,291,342	£14,291,342
TOTAL	£20,692,121	£21,428,630	£21,928,630	£22,428,630	£22,928,630
<b>Incremental impact of capital investment decisions</b>	<b>£ p</b>	<b>£ p</b>	<b>£ p</b>	<b>£ p</b>	<b>£ p</b>
Increase in council tax (band D)	0.99	0.50	0.50	0.50	0.50
<b>Authorised limit for external debt -</b>					
TOTAL	£40,000,000	£40,000,000	£40,000,000	£40,000,000	£40,000,000
<b>Operational boundary for external debt -</b>					
TOTAL	£30,000,000	£30,000,000	£30,000,000	£30,000,000	£30,000,000
<b>Upper limit for fixed interest rate exposure</b>					
Net interest re fixed rate borrowing/ investments	100%	100%	100%	100%	100%
<b>Upper limit for variable rate exposure</b>					
Net interest re variable rate borrowing/ investments	50%	50%	50%	50%	50%
<b>Upper limit for total principal sums invested for over 364 days (per maturity date)</b>					
	£2m or 20%	£2m or 20%	£2m or 20%	£2m or 20%	£2m or 20%

## 16. The Robustness of the Budget Process and the Adequacy of Reserves

16.1 The Local Government Act 2003 imposed a duty on the Council's s151 Officer to comment, as part of the budget setting process, upon:-

- The robustness of the budget; and
- Adequacy of reserves,

The comments of the s151 Officer are shown below:

**16.2 STATEMENT BY THE COUNCIL'S s151 OFFICER (Shirlene Adam, Strategic Director)**

**Robustness of the Budget**

*I have reviewed the procedures, outputs and outcomes of the budget setting process. The main issues to be recorded include:-*

- *The Medium Term Financial Plans (MTFPs) have proved to be more accurate in assessing the Council's forecast budget gap when compared to previous years. This indicates that the process is able to identify budget pressures earlier in the budget process, thereby giving the Authority greater time to plan its finances.*
- *The MTFP includes sensitivity analysis to assess the impact on the budget of fluctuating costs.*
- *Heads of Service Plans have been reviewed to ensure that key items are included in the budget.*
- *Current ongoing budget monitoring variations identified in 2006/07 have been incorporated into the budget process for 2007/08, for example Concessionary Travel*
- *The Council has approved a Financial Strategy that together with the Profile of Services will help the Council ensure that resources are directed towards priority services and help produce a clear, robust, sustainable and affordable financial plan over the medium term based on these priorities.*
- *The Council has involved all Members throughout the budget setting process and in the development of the current Budget Strategy (Review Board papers dated October 2006, November 2006 and January 2007).*
- *All Councillors were briefed on the financial position of the Council and the outline proposals to close the budget gap (Budget Consultation Pack – December 2006), in addition each political group received a presentation on the budget.*
- *The budget report gives an indication of future years budget gaps, highlighting to Members of the Executive the need to continually find efficiencies.*
- *All budget holders were involved in the production of the budgets and in developing the delivery plans used to help close the budget gap.*
- *Senior staff within Financial Services have reviewed the budget for both accuracy and reasonableness.*
- *The Council has systems in place to review the key risk areas within the proposed budget. A robust budget setting process helps to minimise the financial risk faced by the Council. The following "risk" areas have been taken into account of when preparing the budget proposals for 2007/08:*

<b>Area of Budget</b>	<b>How is this addressed within the TDBC budget process?</b>
<i>Inflation assumptions</i>	<i>Inflation has been provided for in the budget at the following rates: General – inflation has not been applied to</i>

	<p><i>budgets unless there is direct justification ie as a contract condition.</i></p> <p><i>Salaries – 3% for 2007/08, 3% thereafter.</i></p> <p><i>Insurance - 3% (based on current market conditions)</i></p> <p><i>Utilities - based upon known contract increases</i></p>
<i>Income Levels</i>	<i>Income projections are based on realistic assumptions, based on historic trends and taking into account current year variations against budget.</i>
<i>Economic assumptions</i>	<i>Investment interest assumptions are based on independent economic forecasts and include the impact of Treasury Management decisions made in 2006/07.</i>
<i>Salaries Budgets</i>	<i>Salaries budgets have been reviewed in detail, and were built up by costing each individual post. These have been discussed in detail with individual Service Managers</i>
<i>Growth in service requirements</i>	<i>The MTFP identifies service growth areas ie refuse collection and street sweeping, this is then firmed up by detailed discussions with Managers during the budget process</i>
<i>Efficiency Initiatives</i>	<i>The Council is involved in several initiatives which will benefit the Revenue Budget, for example ISIS and the joint Waste Contract Procurement exercise, as the favourable impact on the budget is not yet known this has been excluded from the 2007/08 budget.</i>
<i>Significant Budget areas which are subject to change during the year</i>	<i>The high risk/high value budgets of the Council are rigorously examined and only prudent increases built into them. In addition when forecasting, the performance in both previous and current years is taken into account.</i>
<i>Choices available to Members</i>	<i>Executive Members have been presented with extensive options for closing the budget gap through the Savings Delivery Plan process. Corporate Management Team has also rigorously examined these.</i>
<i>Fit with the Corporate Strategy</i>	<i>As a result of the Profile of Services resources are now more clearly directed toward the priorities identified in the Corporate Strategy.</i>
<i>Changes in Legislation</i>	<i>Legislative changes are analysed by officers and their effect built into the MTFP and budget.</i>

<i>Sustainability</i>	<i>The proposed budget outlined in section 9 takes into account the future financial pressures faced by the Council. Effective financial planning for the medium term is in place</i>
<i>Sensitivity Analysis</i>	<i>The financial planning model allows the Authority to predict the likely outcomes of changes to key data ie inflation, council tax, government grant etc.</i>
<i>Prudential Indicators</i>	<i>Have been revised during 2006/07 and their results have informed the setting of the 2007/08 indicators.</i>
<i>The impact of the Capital Programme on the Revenue Budget</i>	<i>The MTFP identifies changes to the base budget as a result of the capital programme. In addition new capital schemes are assessed through the PAR process, this ensures that there is a requirement for the revenue implications of new schemes are identified.</i>

16.3 *The overall effect of this methodology produces a budget and financial forecast, which is robust, challenging, and also delivers the priorities of the Council.*

16.4 **Adequacy of Reserves**

*With the existing statutory and regulatory framework, it is my responsibility as s151 Officer to advise the Council about the adequacy of the Council's reserves position.*

16.5 *The predicted General Fund Reserve position is set out in section 10. No monies are required from reserves to support the 2007/08 budget. The predicted balance on this reserve, having set the 2007/08 budget is £1,442K.*

16.6 *CIPFA make it clear in LAAP Bulletin No.55 that the level of reserves for each Authority cannot be decided by the application of a standard formula and each authority must assess their own reserve levels based on the specific risks and pressures which they face.*

16.7 *The movement on the General Fund reserve during 2006/07 is as follows:*

<b>Item</b>	<b>£000</b>	<b>£000</b>
<i>Balance Brought Forward 1 April 2006</i>		<b>1,383</b>
<i>Supplementary Estimates Granted during 2006/07:</i>		
<i>Additional Resources: HR &amp; Finance</i>	<i>(57)</i>	

<i>Creation of Web Marketing Officer Post</i>	(30)	
<i>Town Centre Co. – new Xmas Lights</i>	(14)	
<i>Contribution to reserve re Concessionary Travel</i>	(45)	
<i>Westival Sponsorship</i>	(19)	
<i>Museum of Somerset – additional RCCO</i>	(20)	
<i>New Planning IT system (subject to approval by Full Council in February)</i>	(80)	
<b>Total Supplementary Estimates</b>		<b>(265)</b>
<i>Other Movements 2006/07:</i>		
<i>Wellsprings Capital Project Underspend returned to GF Reserves</i>	246	
<i>Contribution from Recycling Reserve</i>	10	
<i>Repayment of Reserves for one off staffing restructure costs incurred in previous years</i>	68	
<b>Total</b>		<b>324</b>
<b>Estimated Balance @ 31 March 2007</b>		<b>1,442</b>

16.8 *In paragraph 2.4 it is mentioned that the Financial Strategy approved by the Council allowed reserves to fall to £750,000 to finance invest to save initiatives. This clearly sets an acceptable minimum level of reserves for the Council.*

16.9 *In order to assess the adequacy of this level of reserve balance, I have reviewed, alongside our medium term financial plan, the strategic, operational, and financial risks facing this Council. The key financial risk areas facing this Council requiring careful attention are listed below:-*

- Budget monitoring for 2006/07 indicates a predicted overspend of £24k as at the end of September 2006, this is likely to increase at Q3 due to increased costs associated with the enhanced concessionary travel scheme. Progress has been made in reducing the expected overspend from the level anticipated back in the spring and Managers have been asked to identify further underspends which will help alleviate any overspend further. If this is not achieved then any overspend would have to be financed from the General Fund Reserve. The anticipated overspend on concessionary travel (£372k), together with an allowance for inflationary pressures has been built into the 2007/08 budget.*
- The budget for bed and breakfast for those declared homeless in TDBC has risen during recent years. The increased cost of this service has already been highlighted in the regular Performance reports to the Review Board. A range of measures has been put in place to address the problem, with success. However, this remains an area of high risk. The current spending pattern is expected to continue and has been built into the 2007/08 budget.*
- The funding regime for housing benefit and council tax benefit subsidy has remained constant for 2007/08. However, the subsidy budgets are difficult to estimate due to the fluctuating volume of claims received and the*

*different levels of subsidy payable of types of claim error. The total benefit subsidy budget is approx £22m – and therefore small fluctuations in this budget can have a big impact on the budget of the Council. Systems are in place to ensure this is monitored on a monthly basis. In addition assumptions on the level of subsidy payable on Local Authority overpayments is at a prudent level.*

- *Future changes in interest rates could impact on the Council's budget. For example favourably through increased interest receipts or negatively through higher debt costs. However the budget has been based on prudent assumptions on interest rate movements taken from forecasts issued by our Treasury Management advisors, Sector. In addition debt is largely taken at fixed interest rates therefore the risk of unexpected increased interest costs are minimised.*
- *During 2007/08 the Council will have to implement the Job Evaluation scheme for its staff. It is expected that this will increase overall staff costs by around 4% and this has been built into the budget for 2007/08. This remains an area of risk as the final scoring and grading of all posts within the Council is not yet complete and therefore the budget includes the best estimate available at the present time.*

*16.10 In making my recommendation below, I have considered the assumptions underpinning the 2007/08 budget (outlined in section 16.2 above), and the current financial management arrangements (frequency and robustness of budget monitoring regime and financial planning regime contained within the MTFP process). I have also considered the level of earmarked reserves and provisions.*

*16.11 The predicted balance on the General Fund Reserve represents 5.9 weeks worth of authority expenditure, or 11% of this Council's budget requirement.*

**16.12 *Based on the above, I am pleased to report that I believe the Council's reserves to be adequate and the budget estimates used in preparing the 2007/08 budget sufficiently robust.***

## **17. Recommendations**

17.1 The Executive is asked to recommend to Full Council the budget for General Fund services for 2007/08 as outlined above. In particular the Executive is requested to recommend to Full Council to:

a) Approve the transfer for any potential underspend in 2006/07 back to General Fund reserves,

b) Approve the proposed 2006/07 budget, being Authority expenditure of £13,245,730 and Special Expenses of £27,870 in accordance with the Local Government Act 1992,

c) Note the predicted General Fund Reserve balance at 31 March 2007 of £1,442,400.



d) Approve the Prudential Indicators for 2007/08 as set out in section 15 of this report.

e) Note the forecast budget position for 2008/09 onwards as outlined in section 12 of this report.

### **Background Papers**

Executive & Council (April 2004)- Financial Strategy (report of the Head of Resources).

Review Board 5/10/06 – General Fund Budget Setting 2007/08 (report of the Financial Services Manager).

Review Board 30/11/06 – Savings Delivery Plans 2007/08 (report of the Principal Accountant)

Christmas Budget Consultation Pack 2006 (buff folder)

Review Board 25/1/07 – General Fund Revenue Estimates 2006/07 (report of the Financial Services Manager)

**Contact Officer:** Paul Carter  
Financial Services Manager (01823 356418)  
E Mail: p.carter@tauntondeane.gov.uk

**APPENDIX A**

**Profile of Services and Future Investment by TDBC (2005-2008)**

<b>Service</b>	<b>Increase Direct Funding</b>	<b>Maintain Direct Funding</b>	<b>Reduce Direct Funding</b>
Economic Development and Regeneration	✓		
Planning (including Transportation)	✓		
Community Safety/ CCTV	✓		
Licensing	✓		
Street Cleaning	✓		
Affordable Enabling/Housing	✓		
Homelessness	✓		
Britain in Bloom		✓	
Car Parks		✓	
Cemeteries and Crematorium		✓	
Communications		✓	
Customer Services		✓	
Democratic Services (including Members, Mayoral, Electoral Services and Parish Liaison)		✓	
Building Control		✓	
Emergency Planning		✓	
Heritage and Landscape		✓	
Land Charges		✓	
Pest Control and Dog Wardens		✓	
Policy and Performance		✓	
Sport and Leisure		✓	
Tourism		✓	
Training and Development		✓	
Waste collection and recycling		✓	
Consultation activities			✓
Environmental Health (except Licensing and Dog Warden)			✓
Grants (in lower priority areas)			✓
Highways			✓
Flooding and drainage works			✓
Parks and Open Spaces			✓
Private Sector Housing (except enabling)			✓
Property (Deane Building Design Group/Valuation etc)			✓
Revenues and Benefits			✓

APPENDIX B

COUNCIL TAX COMPARISONS

AUTHORITY	2005/06 Band D Council Tax (exc Parishes)	2006/07 Band D Council Tax (exc Parishes)	Year On Year Percentage Increase (%)
<b>Somerset Districts</b>			
Mendip	125.82	127.18	1.08
Sedgemoor	107.65	112.21	4.24
Taunton Deane	121.88	125.54	3.00
South Somerset	128.05	131.89	3.00
West Somerset	111.25	114.00	2.47
<b>Devon Districts</b>			
East Devon	107.09	109.45	2.20
Exeter	104.32	106.93	2.50
Mid Devon	153.82	160.23	4.17
North Devon	140.77	147.10	4.50
South Hams	114.85	120.36	4.80
Teignbridge	128.90	132.07	2.46
Torridge	122.03	128.13	5.00
West Devon	158.14	165.89	4.90
<b>Dorset Districts</b>			
Christchurch	141.89	148.80	4.87
East Dorset	154.35	162.00	4.96
North Dorset	83.84	88.00	4.96
Purbeck	132.50	138.60	4.60
West Dorset	110.69	113.40	2.45
Weymouth & Portland	222.11	230.90	3.96
<b>Cornwall Districts</b>			
Caradon	155.38	163.15	5.00
Carrick	135.50	140.81	3.92
Kerrier	172.00	177.95	3.46
North Cornwall	140.67	147.00	4.50
Penwith	125.14	128.38	2.59
Restormel	139.29	145.56	4.50
<b>Other Near Neighbours</b>			
Gloucester	153.68	158.29	3.00
North Somerset	999.77	1,048.80	4.90
BANES	989.42	1,038.41	4.95
SCC	939.05	986.00	5.00

## **TAUNTON DEANE BOROUGH COUNCIL**

**EXECUTIVE – 7 FEBRUARY 2007**

### **REPORT OF THE HEAD OF HOUSING AND FINANCIAL SERVICES MANAGER**

**This matter is the responsibility of Executive Councillor Garner**

#### **HOUSING REVENUE ACCOUNT, REVENUE ESTIMATES AND RENT LEVELS, DEANE HELPLINE AND DEANE BUILDING DLO ACCOUNT FOR THE 2007/2008 FINANCIAL YEAR**

##### **1. Executive Summary**

- 1.1 This report outlines the proposed Housing Revenue Account (HRA) for the 2007/08 Financial Year. It also includes details relating to the new rent level, service charges and other housing related charges such as garage rents. Lastly, it provides information on the Deane Helpline Trading Account and Deane Building DLO Trading Account.
- 1.2 Where there are large variances from those budgets set for this current financial year and those being recommended for this forthcoming year, these have been explained in more detail within the narrative of this report.
- 1.3 Following the recent ballot on the future of the housing stock, Members will be aware that there is a gap between the funding needed to deliver the Decent Homes standard to the Council's housing stock and the funding available of £1.85m per year. This report (together with the Housing Capital Report) sets out how the service will deliver Decent Homes.

##### **2. Purpose of the Report**

- 2.1 To agree the detailed estimates and rent levels for the 2007/08 financial year for submission to Full Council. To demonstrate to Members proposals of how the funding gap of £1.85m will be found.

##### **3. Housing Revenue Account 2007/08 to 2010/11**

- 3.1 Attached to this report are the following appendices:
  - i) Appendix 1. Housing Revenue Account Summary, pre-savings
  - ii) Appendix 2. Narrative supporting the savings made to fund the Decent Homes capital programme.
  - iii) Appendix 3. Proposals for how the Capital Financing Shortfall can be met.
  - iv) Appendix 4. Proposed Housing Structure FOR INFORMATION.
  - v) Appendix 5. Proposed Revised Housing Revenue Account, including savings identified in Appendix 3
  - vi) Appendix 6. HRA Maintenance Budget

- vii) Appendix 7. HRA Management Budget
- viii) Appendix 8. HRA Management Special Budget
- ix) Appendix 9. HRA Special Expenses OAP Budget
- x) Appendix 10. Deane Helpline Trading Account
- xi) Appendix 11. Deane Building DLO Account Draft 2007/08 Budget

### 3.2 Rent Levels for 2007/08

As in the previous year, the Department for Communities and Local Government (DCLG) has set a cap on average rent increases of a maximum of no greater than 5%. This results in a reduction in the amount of rent which the Authority could charge tenants if the normal uncapped rent increases under rent restructuring were in place. This means that in effect the Council will be losing out on rental income as we are unable to recover this rent from the tenant. However, the DCLG has introduced a Rental Constraint Allowance within the subsidy system. This ensures that this loss of income is, in effect, removed from the subsidy payments that are made to DCLG. Under the formula it is recommended the weekly rent increase will be £2.71 per week or 4.99%. The average weekly rent (excluding service charges) will increase from £54.34 to £57.05. Members will be interested to note that without the cap the average increase in rents would be in excess of 6.5%. Details of the average rent increases for the last 5 years are set out below:

	<u>Average Rent Increase</u>	
2003/04	£1.78	3.89%
2004/05	£2.17	4.59%
2005/06	£2.25	4.55%
2006/07	£2.58	4.99%
2007/08	£2.71	4.99%

### 3.3 Service Charges for 2007/08

The present weekly charges and proposed charges for 2007/08 are set out below:

	<u>2006/07</u>	<u>2007/08</u>
Communal Area Service Charge	£0.43	£0.45
Grounds Maintenance	£0.55	£0.57
<u>Supporting People Service Charges (Draft):</u>		
Specialised (Extra Care) Sheltered Housing	£31.76	£33.06
Sheltered Housing	£9.00	£9.37
Hardwired Sheltered Housing	£3.20	£3.33

- 3.4 Overall service charges are proposed to increase by 4.1% (RPI+ 0.5%).

### 3.5 Supporting People

For 2007/08 it is anticipated that the income will be in the region of £400,000. It should be noted that the budget-setting timetable of the Supporting People commissioning body is later than that of this Council and so the level of funding has not yet been finalised. As a result negotiations with Somerset County Council are continuing at the time of writing this report. Should these negotiations lead to a variance in the expected income of the Council this will be reported to Members when known.

### 3.6 Garage Charges for 2007/08

It is proposed that there should be an increase above inflation this year, in order to increase revenue to the HRA and support the capital programme. An increase of 14.1% (10% above the increase applied to service charges) for both Council and private tenants is proposed, resulting in an increase of 53p per week for Council tenants and 60p per week for private tenants. This would lead to increased income of some £31k. The proposal would therefore give the following garage charges for 2007/08:

Council Tenants	£4.27 per week
Private Tenants and Owner Occupiers	£4.87 per week (+VAT)

### 3.7 Hire Charges for Sheltered Scheme Meeting Halls

The following charges are currently in place for 2006/07:

First Hour	£7.75
Each half hour thereafter	£3.10
6 hours plus	£40.00 maximum

For residents in a scheme and community organisations the total charge is £10.35

- 3.8 It is proposed this year that the overall increase for 2007/08 should mirror that applied to service charges of 4.1% (RPI plus 0.5%). This would produce the following charges:

First Hour	£8.10
Each half hour thereafter	£3.25
6 hours plus	£41.50 maximum

For residents in a scheme and community organisations the total charge is £10.75.

### 3.9 Hire Charges for Sheltered Scheme Guest Rooms

It is proposed this year that the increase should reflect the increase applied to service charges as recommended by the DCLG. Officers are also proposing to round the charges to the nearest 50p for ease of administration. As agreed previously, some flexibility will still be provided for those relatives or friends who are staying due to compassionate reasons. The table below shows both the present charges and those proposed for 2007/08:

<u>No. of Nights per Person</u>	<u>2006/07 Charge</u>	<u>2007/08 Charge</u>
1	£8.50	£9.00
2	£14.00	£14.50
3	£19.00	£20.00
4	£24.50	£25.50
5	£30.00	£31.00
6	£35.00	£36.50
7	£40.50	£42.00

### 3.10 Hostels

Members will recall that last year a 3.2% increase was applied. For 2007/08 it is recommended that a 4.1% increase be applied and for information the existing and new rent levels will be:

	2006/07 Rent (per day)	2007/08 Rent (per day)
40 Humphreys Road	6.49	6.76
1 Gay Street	6.49	6.76
Outer Circle		
113 and 113a (studios)	5.53	5.76
115 and 115a (3 bedroom)	7.19	7.49
Snedden Grove		
Unit 1 (2 bedroom)	6.49	6.76
Unit 2 (2 bedroom)	5.95	6.19
Unit 3 (2 bedroom)	5.95	6.19
Unit 4 (3 bedroom)	7.78	8.10
Unit 5 (3 bedroom)	7.78	8.10
Unit 6 (2 bedroom)	6.49	6.76
Winckworth Way		
Unit 1 (2 bedroom)	5.95	6.19
Unit 2 (2 bedroom)	5.95	6.19
Unit 3 (3 bedroom)	7.78	8.10
129 South Road		
Unit 1	6.49	6.76
Unit 2	5.95	6.19
Unit 3	5.80	6.04
Wheatley Crescent (4 studios)	5.53	5.76

#### 4. **Main Expenditure Changes Relating to Appendix 5 - Resource Accounting**

##### 4.1 Housing Subsidy

With the transfer of rent rebates from the HRA to the General Fund (GF) as required by the DCLG from the 1<sup>st</sup> April 2004, the Council will continue to be in a negative subsidy situation. This means that the Council will no longer be entitled to housing subsidy and will actually have to repay subsidy back to the Government. This repayment is estimated to be £4,611,250 for 2007/08. This is based on the Subsidy Determination for 2007/08 that was published by the DCLG in late December. Members may be interested to note that this is an increase of 11.9% (£452k) over the repayment for 2006/07 and includes the rental constraint allowance discussed in paragraph 3.2.

##### 4.2 Rents

Members will notice that there is a proportionately larger increase in dwelling rents income between 2006/07 and 2007/08. This is due to the fact that there are 53 rent weeks in 2007/08.

##### 4.3 Capital Charges

Members will notice that Capital Charges, which were charged into the Revenue Account and then subsequently reversed out, are not shown from 2007/08 onwards. This is due to changes in the accounting treatment and has no impact on the Revenue Account overall.

##### 4.4 Transfer to Earmarked Reserve

Members will note that from 2007/08 there is a budgeted transfer to an earmarked reserve of £130k per year. This is to set aside money that may be required in the event of any unexpected maintenance works being required on the stock. In the event that this is not required the money will be returned to the working balance or re-directed to other areas of the revenue account.

##### 4.5 Transfer from General Fund

Members will be aware that as the tenants recently voted against the transfer of the Council's housing stock to a Registered Social Landlord a proportion of the stock transfer project costs should be met by the General Fund. This amount of £290k represents the transfer from the General Fund in respect of these costs. Members should note that the figure included is an estimate made following advice from our advisors. Officers are currently seeking agreement with our auditors, and should this transfer be affected as a result of these discussions Members will be advised in due course.

##### 4.6 Revenue Contribution to Capital

Members will note that the Revenue Contribution to Capital is around £1.5m for each of the four years from 2007/08 to 2010/11. This contribution is higher than we have been able to make in the past but this contribution is necessary for the Council to be able to fund the Decent Homes capital programme. The HRA is able to make this level



of contribution because of the savings that have been made within the service. Appendices 2 and 3 give more detail.

#### 4.7 Surplus / Deficit

Based on the budget contained within this report, the expected surplus for 2007/08 is forecast to be in the region of £376k, after making a revenue contribution of £1.5m. However, increased contributions to fund the capital programme (as mentioned above) lead to deficits from 2008/09 to 2010/11 of an average of 467k per year.

#### 4.8 Working Balance

Members will note that the working balance has decreased from £1.982m as it currently stands to £958k at the end of 2010/11. Members should note that whilst the level in 2010/11 drops below the current minimum level as previously agreed by the Council this is still more than the Audit Commission minimum Working Balance of £150 per unit. It is recommended therefore that movement toward the Audit Commission minimum balance be made over a four-year period.

### 5. **Main Expenditure Changes Relating to Appendix 6 – (HRA Maintenance)**

#### 5.1 Gas Servicing

The increase in budget in this area from £920k to £980k reflects the continued increased legislative demands upon the work undertaken.

#### 5.2 Specialist Works

There have been a number of additional areas of required expenditure identified during the 2007/08 budget setting process. These represent maintenance works that have been identified as being necessary over the next four years and include:

- Asbestos survey. Legislation in this area has increased, meaning that the Council needs to complete a full asbestos survey over the next four years. This is estimated to cost £157k in 2007/08.
- A number of heating systems within the council stock will need repairs/renewal over the coming years. The cost of this in 2007/08 is estimated to be around £125k.
- Smoke detector replacement. The Council has a programme of cleaning and maintaining smoke alarms within its stock. However over recent times these alarms have shown deterioration to the level that officers now feel it prudent to implement a replacement programme. This is forecast to cost around £63k in 2007/08.
- Fencing. Higher than first anticipated levels of fencing repairs have been identified as being necessary. The additional cost of these works is estimated at £52k in 2007/08.

#### 5.3 **Main Expenditure Changes Relating to Appendices 7, 8 and 9 (HRA Supervision & Management)**

5.4 IT Enhancements

This £33k represents the cost of the annual licence for the new Integrated Housing Management System.

5.5 Other Budget Changes

Members will note that within the 2007/08 budgets there are further reductions from the current year. These are further detailed with additional narrative in Appendix 3.

6. **Deane Helpline Trading Account**

6.1 The Deane Helpline Trading Account is maintained separately from the HRA as a stand-alone enterprise. Details of the Account may be seen in Appendix 10.

6.2 It is proposed that we increase the charges by 4.1% across the board, which is in line with the increases applied to service charges under the direction of the Department of Communities and Local Government. It should be noted however that officers are seeking to renegotiate the contracts with private sector suppliers. If these negotiations are successful this will be reported through the budget monitoring process.

6.3 The proposed charges for 2007/08 are shown below:

	<b>2006/07 Current (£)</b>	<b>2007/08 Proposed (£)</b>	<b>Increase (£)</b>
Public Sector Subscribers	3.20	3.33	0.13 (4.1%)
Private Sector Subscribers	3.20	3.33	0.13 (4.1%)

6.4 At the beginning of 2006/07 a deficit of £47,350 was forecast. Budget monitoring has identified that this will increase to a deficit of £83,260, mainly reflecting the staffing structure needed to maintain the industry-standard ASAP accreditation. This means that the forecast working balance at the end of 2006/07 is now £21,770.

6.5 The increased staffing costs involved in maintaining the accreditation have been incorporated into the 2007/08 budgets. This forecasts a deficit for the year of £19,970 leaving a projected working balance of £1,800 at the end of 2007/08. The budgets also include a contribution to the General Fund of £30,000.

6.6 It should be noted by members that having achieved the ASAP accreditation the Helpline is now in a very good position to bid for new private sector contracts. It is anticipated that the Helpline could run these with a minimal increase to costs. Members should be made

aware that the Helpline is actively seeking, and has recently bid for, new contracts. Members should also note that the 2007/08 budgets include an increase in printing and stationary budgets in order that the Helpline can promote itself further.

## **7. Deane Building DLO**

- 7.1 Forward estimates have been prepared for the Building Maintenance arm of Deane DLO and details of which may be seen in Appendix 11. The estimated expenditure for 2007/08 is forecast to be £4.27m. The DLO Managers will charge work to clients with the aim of making a modest return on this expenditure and the budget at this stage predicts this surplus to be around £79k. Members should note that these budgets are still draft at this time, and that these will be updated once the housing structure has been implemented. An update will be given as part of a restructure report in due course.

## **8 Housing Review Panel and Review Board Comments**

- 8.1 The Housing Review Panel considered the 2007/08 budget report at their meeting on 23 January. The panel proposed no formal amendments to the report but did ask that officers seek to mitigate the removal of the grant to Neighbourhood Care of £11k by finding further equivalent savings elsewhere in the HRA. Officers are investigating this and a verbal update will be given at the meeting.

- 8.2 The Review Board considered the report at their meeting on 25 January. The Board supported the Housing Review Panel's suggestion that the Neighbourhood Care grant be reinstated and recommended that officer's seek to identify funding within the HRA to support this. Officers have agreed to review this and Members will be updated on this throughout the normal budget monitoring process. Members also commented on the increased staffing costs within the Deane Helpline and the effect that this has had on the Helpline's working balance.

## **9 Recommendation**

- 9.1 That the Executive recommends the Housing Revenue Account budget proposals for 2007/08 to Full Council for their consideration

**Contact Officers:** Malcolm Western, Head of Housing  
Email: [m.western@tauntondeane.gov.uk](mailto:m.western@tauntondeane.gov.uk)  
Tel: 01823 356441

Paul Carter, Financial Services Manager  
Email: [p.carter@tauntondeane.gov.uk](mailto:p.carter@tauntondeane.gov.uk)  
Tel: 01823 356418

**Background Papers:** Housing Review Panel 23 January 2007 and Review Board 25<sup>th</sup> January 2007 Housing Revenue Account, Revenue Estimates and Rent Levels, Deane Helpline and Deane DLO Account for 2007/08.

## HOUSING REVENUE ACCOUNT RESOURCE ACCOUNTING

Executive Councillor - Cllr Garner  
Responsible Officer - Malcolm Western

Description	Original Estimate 2006/07 £	Current Estimate £	Forward Estimate 2007/08 £	Indicative Budget 2008/09	Indicative Budget 2009/10	Indicative Budget 2010/11
<b>INCOME</b>						
Dwelling Rents	17,377,170	17,377,170	18,457,750	18,981,380	19,841,360	20,756,980
Non Dwelling Rents	421,500	421,500	455,790	464,930	474,350	484,030
Charges for services/facilities	358,990	358,990	411,090	423,420	436,120	449,210
Contributions towards expenditure	214,900	214,900	220,500	229,560	236,570	243,580
Government Subsidy	- 4,297,840	- 4,120,840	- 4,611,250	- 5,161,530	- 5,602,420	- 6,075,050
Government Subsidy-Housing Defects Act	29,780	29,780	4,890	-	-	-
Supporting People Income	400,000	400,000	400,000	400,000	400,000	400,000
<b>TOTAL INCOME</b>	<b>14,504,500</b>	<b>14,681,500</b>	<b>15,338,770</b>	<b>15,337,760</b>	<b>15,785,980</b>	<b>16,258,750</b>
<b>EXPENDITURE</b>						
Management	4,310,870	4,290,870	4,602,750	4,797,640	5,001,400	5,214,440
Maintenance	5,001,520	5,045,520	5,854,400	6,083,680	6,357,440	6,643,530
Rent Rebates	-	-	-	-	-	-
Rent Rebates-Contribution to general fund	-	-	-	-	-	-
Increase in provision for bad debts	50,000	50,000	-	-	-	-
Capital Charges-Interest	12,972,400	12,972,400	-	-	-	-
Capital Charges-Depreciation	3,514,310	3,514,310	3,591,340	3,626,380	3,702,400	3,782,460
Debt Management Expenses	17,180	17,180	20,000	18,050	18,500	18,960
<b>TOTAL EXPENDITURE</b>	<b>25,866,280</b>	<b>25,890,280</b>	<b>14,068,490</b>	<b>14,525,750</b>	<b>15,079,740</b>	<b>15,659,390</b>
<b>NET COST OF SERVICES</b>	<b>11,361,780</b>	<b>11,208,780</b>	<b>- 1,270,280</b>	<b>- 812,010</b>	<b>- 706,240</b>	<b>- 599,360</b>
Capital Charges-Interest	- 12,972,400	- 12,972,400	-	-	-	-
Loan Charges-Interest	843,110	843,110	810,000	810,000	810,000	810,000
Interest Receivable	- 70,180	- 70,180	- 60,000	- 55,000	- 55,000	- 55,000
<b>NET OPERATING EXPENDITURE</b>	<b>- 837,690</b>	<b>- 990,690</b>	<b>- 520,280</b>	<b>- 57,010</b>	<b>48,760</b>	<b>155,640</b>
<b>APPROPRIATIONS</b>						
Transfer Stock Options Reserve	40,000	220,000	-	-	-	-
Transfer to Earmarked Reserve	-	-	130,000	130,000	130,000	130,000
Transfer From General Fund	-	-	- 290,000	-	-	-
Revenue Contributions To Capital	797,690	797,690	144,270	150,000	150,000	172,500
<b>(SURPLUS)/DEFICIT</b>	<b>-</b>	<b>27,000</b>	<b>- 536,010</b>	<b>222,990</b>	<b>328,760</b>	<b>458,140</b>
<b>FUND BALANCE</b>						
Balance b/f 1 April	1,535,900	2,009,380	1,982,380	2,518,390	2,295,400	1,966,640
Net Expenditure in 2005/06					-	-
Net Expenditure in 2006/07		- 27,000			-	-
Net Expenditure in Year			536,010	- 222,990	- 328,760	- 458,140
Balance c/f 31st March	<b>1,535,900</b>	<b>1,982,380</b>	<b>2,518,390</b>	<b>2,295,400</b>	<b>1,966,640</b>	<b>1,508,500</b>

**PRIOR TO PROPOSED SAVINGS**

**EXEC – 7<sup>TH</sup> FEBRUARY 2007**

**REPORT OF THE HEAD OF HOUSING**

**MEETING THE HRA CAPITAL FINANCIAL BUDGET GAP**

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

Introduction

Members will remember that in a report to the Housing Review Panel on 21 June 2006, officers explained there would be a shortfall in each capital financing budget from 2007 – 2010 (inclusive) of £1.85m pa. We also detailed the ways in which this gap could be closed.

On 4 January Housing Managers, Jeremy Thornberry, Finance and Human Resources staff met to make firm recommendations to close the budget gap following the ‘No’ vote by tenants.

The previous report had outlined the way forward and this guided us through the budgeting process.

We looked at everything under three broad headings:

- 1) Alterations to the ‘decent homes’ work
- 2) Reductions in services
- 3) Staffing

We were also mindful of the wish of councillors that the impact on tenants and staff was minimised.

We were able through various changes to reduce the cost of the ‘decent homes’ standard work by £516,000 pa. This included replacing proposed composite doors with the usual wooden ones; by recognising that flats with communal halls didn’t need replacement doors as often as other external doors and by replacing some kitchen improvements with bathrooms in appropriate circumstances. This compares with estimations reported to Executive in June 2006 of a saving of £460,000 being necessary in this area.

As far as services are concerned, we were able to make the following reductions:

- We recommend stopping annual grants to Mediation Somerset and Neighbourhood Care saving £31,500.
- We would change the external painting programme from 5 to 8 yearly. This has increased by one year from the earlier report as meetings between officers and the paint firms have convinced us that this is really feasible thanks to improvements in paint manufacture. This saves £250,000 per annum.

- All new tenants will be charged the formula rent at the commencement of the tenancy. This increases income by around £80,000 per annum.
- We recommend reducing the relets (decoration/maintenance) budget by £142,000.
- Additionally we will reduce contingency budgets by £130,000 pa, increase the revenue contribution to capital by £130,000 pa and increase charges for work undertaken by £19,000 pa.

We have also carefully considered the structure of the Housing Service. As suggested in June, we have recommended cuts in the management and support roles.

We have reduced the management team of the Head and five Service Unit Managers to three SUMs, one of whom should be senior to the other two. Further cuts have been made in Tenancy Relations and Asset Management. See attached Appendix 4 for detail of the proposed housing structure.

In total eight posts have been shed through natural wastage, voluntary redundancy and reorganisation. All staff have been informed of their situation. Additionally six painters are taking voluntary redundancy.

Some members will be pleased to note that this reorganisation has allowed us to reinstate the post of Energy Efficiency Officer from 1 May 07, which will give the Council proper focus to this important area of work.

It is estimated at this time that the savings on these posts equate to £552,000 per annum. Members will note that a full report on the restructure of the housing service including detail of the new structure and the cost of the restructure will follow in due course. No allowance for redundancies or early retirement payments which may arise from the restructure have been built into this report.

In total this means that the required £1.85m pa to meet the 'decent homes' budget deficit has been met. Tenants and staff have been consulted as required.

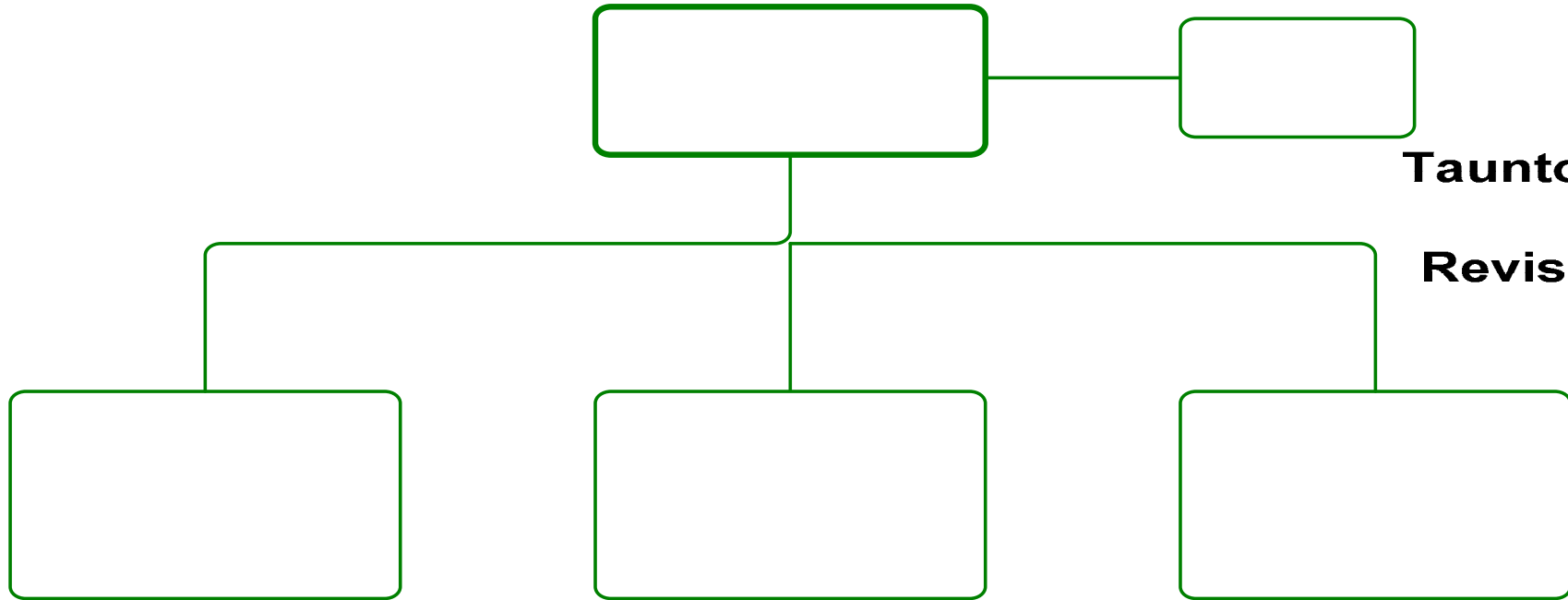
Contact Officer: Malcolm Western, Head of Housing  
Tel: 01823 356441  
Email: [m.western@tauntodneane.gov.uk](mailto:m.western@tauntodneane.gov.uk)

## MEETING THE HRA CAPITAL FINANCING BUDGET GAP

## MANAGERS PROPOSALS

	<b>£'s p.a.</b>
1 Removal of Contribution to Mediation Somerset and Neighbourhood Care	31,500
2 Change in External Painting Cycle from 5 to 8 years	250,000
3 All new tenants to be charged with formula rent at commencement	80,000
4 Removal of Contingency Budgets	130,000
5 Re-alignment and re-prioritisation of Decent Homes Work	516,000
6 Reduction in Re-lets Expenditure	141,640
7 Increasing Charges for Works Undertaken	19,000
8 Re-structure of Housing Service	551,860
9 Further Revenue Contribution to Capital Programme	130,000
<b>TOTAL IDENTIFIED SAVINGS</b>	<b><u>1,850,000</u></b>

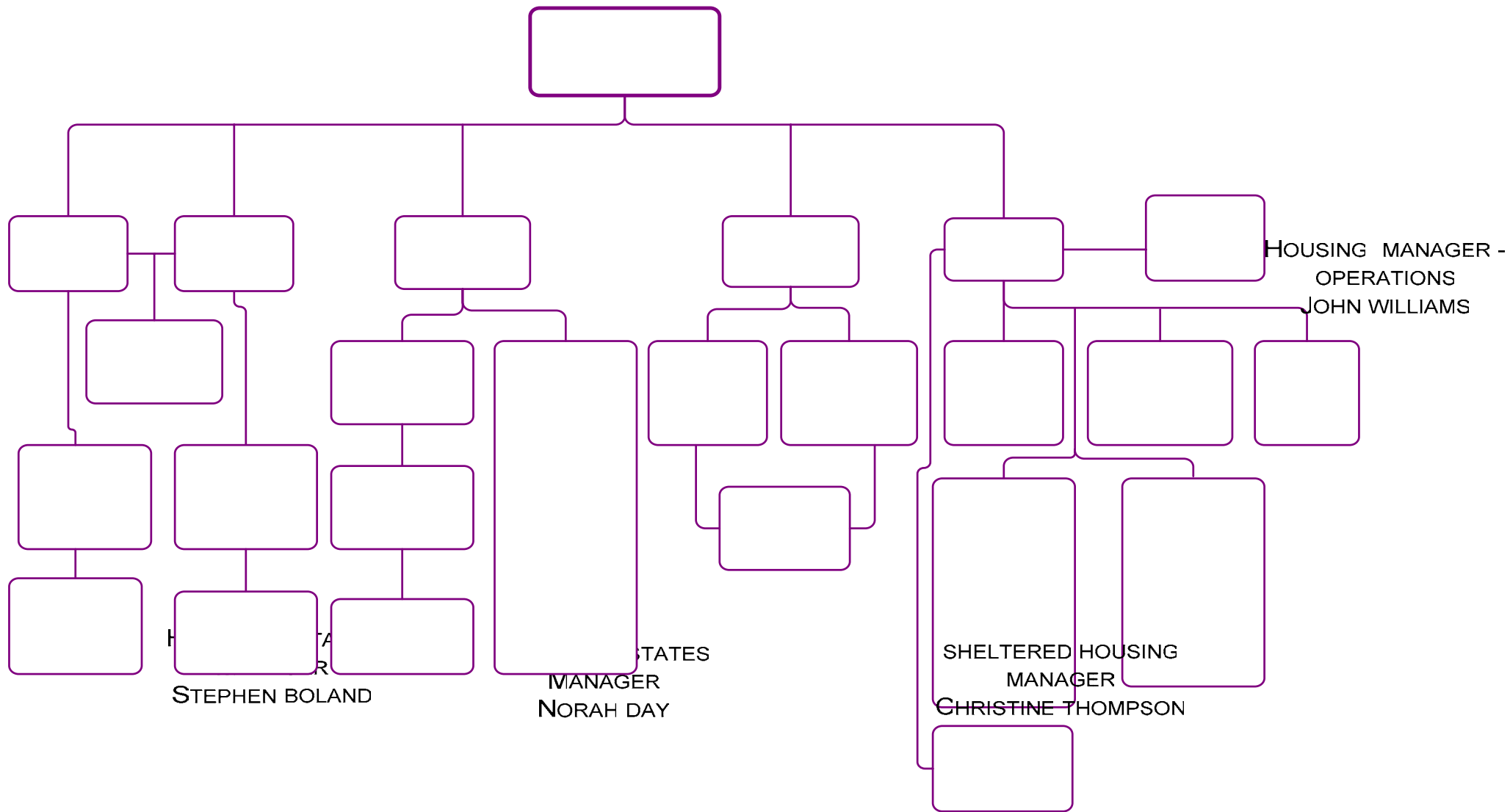
# PROPOSED MANAGEMENT STRUCTURE



**Taunton Deane Borough Council  
Housing Services  
Revised Management Structure**

**HEAD OF HOUSING SERVICES  
MALCOLM WESLEY  
(until 31.07.2023)**



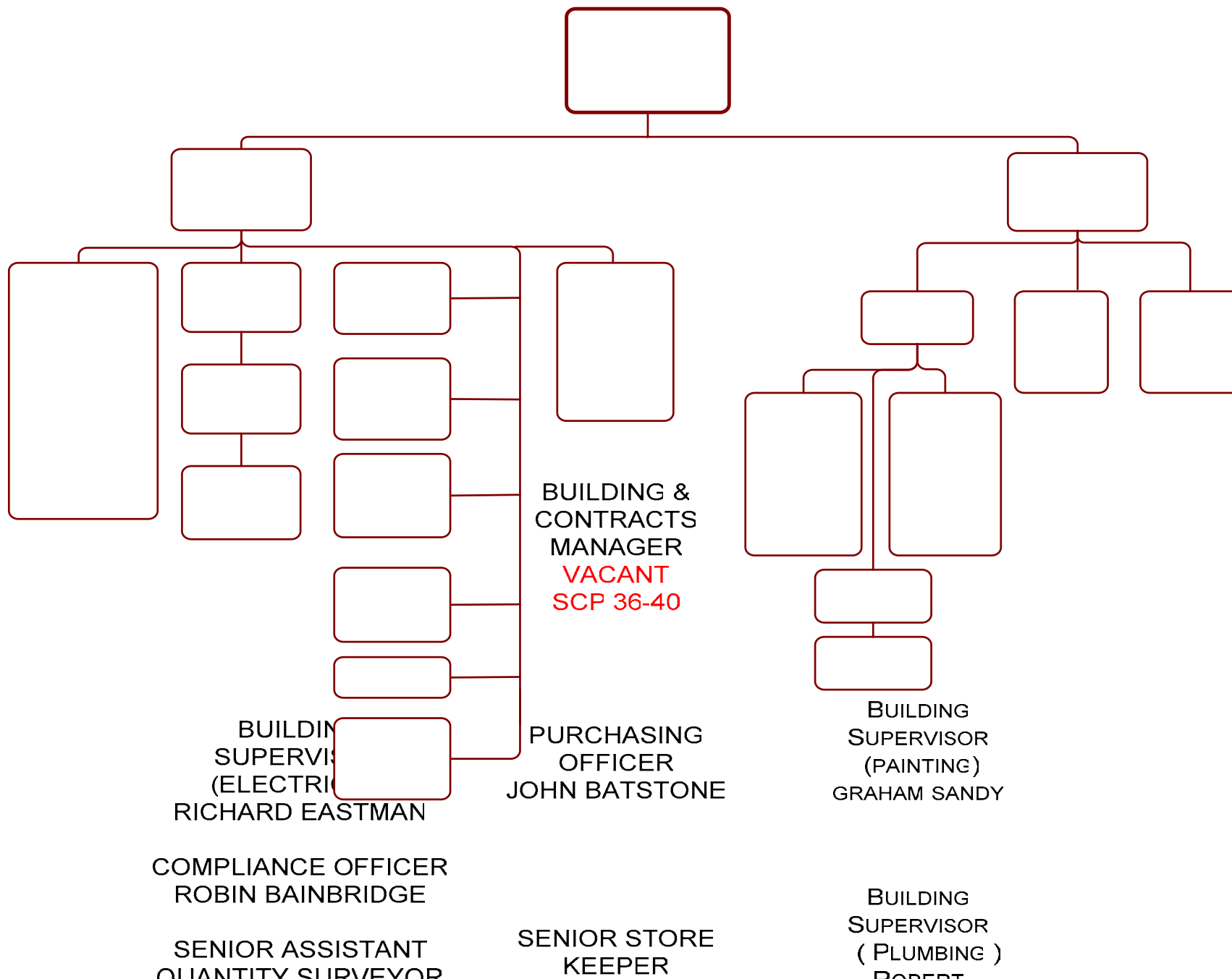


COMMUNITIES OFFICER  
VACANT  
IND SCP 31-35

EXTRA CARE SCHEME  
MANAGERS  
SHARON HARVEY  
PAM KNIGHT

SHELTERED HOUSING  
OFFICERS

RENTS  
VOID  
SUE  
RAC



HOUSING MANA  
PROPERTY  
PHIL WEBB

CLERKS OF  
WORKS  
RAY WILLIAMS  
ROY JONES  
ROMUALDO  
SAPIGAO

BUILDING &  
CONTRACTS  
MANAGER  
VACANT  
SCP 36-40

PURCHASING  
OFFICER  
JOHN BATSTONE

BUILDING  
SUPERVISOR  
(PAINTING)  
GRAHAM SANDY

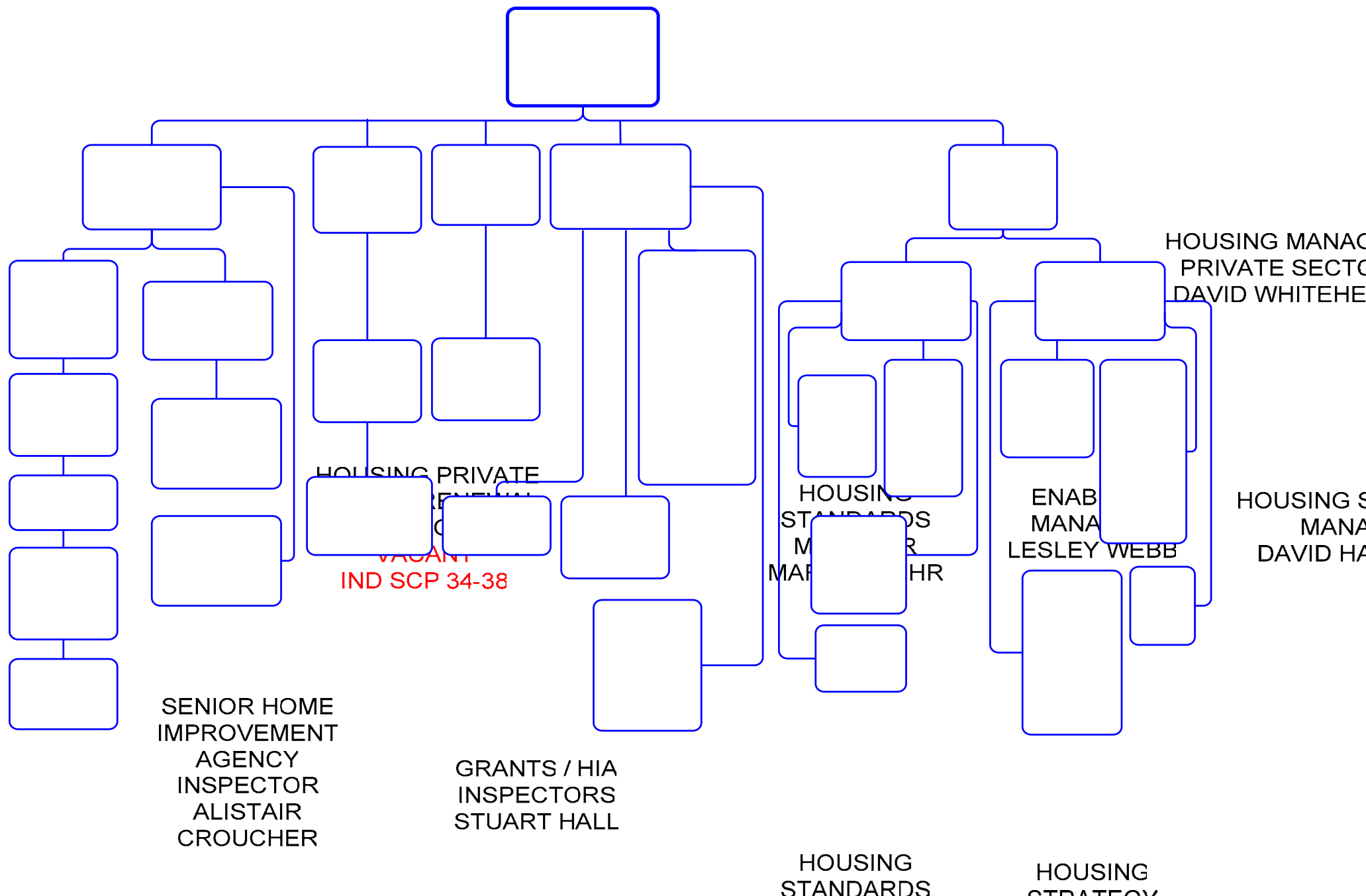
BUILDING  
SUPERVISOR  
( PLUMBING )  
ROBERT

BUILDING  
SUPERVISOR  
(ELECTRICAL)  
RICHARD EASTMAN

COMPLIANCE OFFICER  
ROBIN BAINBRIDGE

SENIOR ASSISTANT  
QUANTITY SURVEYOR

SENIOR STORE  
KEEPER



## HOUSING REVENUE ACCOUNT RESOURCE ACCOUNTING

Executive Councillor - Cllr Garner  
Responsible Officer - Malcolm Western

Description	Original Estimate 2006/07 £	Current Estimate £	Forward Estimate 2007/08 £	Indicative Budget 2008/09	Indicative Budget 2009/10	Indicative Budget 2010/11
<b>INCOME</b>						
Dwelling Rents	17,377,170	17,377,170	18,537,750	19,061,380	19,921,360	20,836,980
Non Dwelling Rents	421,500	421,500	455,790	464,930	474,350	484,030
Charges for services/facilities	358,990	358,990	430,090	442,420	455,120	468,210
Contributions towards expenditure	214,900	214,900	220,500	229,560	236,570	243,580
Government Subsidy	- 4,297,840	- 4,120,840	- 4,611,250	- 5,161,530	- 5,602,420	- 6,075,050
Government Subsidy-Housing Defects Act	29,780	29,780	4,890	-	-	-
Supporting People Income	400,000	400,000	400,000	400,000	400,000	400,000
<b>TOTAL INCOME</b>	<b>14,504,500</b>	<b>14,681,500</b>	<b>15,437,770</b>	<b>15,436,760</b>	<b>15,884,980</b>	<b>16,357,750</b>
<b>EXPENDITURE</b>						
Management	4,310,870	4,290,870	4,046,380	4,084,280	4,288,040	4,501,080
Maintenance	5,001,520	5,045,520	5,305,760	5,692,040	5,965,800	6,251,890
Rent Rebates	-	-	-	-	-	-
Rent Rebates-Contribution to general fund	-	-	-	-	-	-
Increase in provision for bad debts	50,000	50,000	-	-	-	-
Capital Charges-Interest	12,972,400	12,972,400	-	-	-	-
Capital Charges-Depreciation	3,514,310	3,514,310	3,591,340	3,626,380	3,702,400	3,782,460
Debt Management Expenses	17,180	17,180	20,000	18,050	18,500	18,960
<b>TOTAL EXPENDITURE</b>	<b>25,866,280</b>	<b>25,890,280</b>	<b>12,963,480</b>	<b>13,420,750</b>	<b>13,974,740</b>	<b>14,554,390</b>
<b>NET COST OF SERVICES</b>	<b>11,361,780</b>	<b>11,208,780</b>	<b>- 2,474,290</b>	<b>- 2,016,010</b>	<b>- 1,910,240</b>	<b>- 1,803,360</b>
Capital Charges-Interest	- 12,972,400	- 12,972,400	-	-	-	-
Loan Charges-Interest	843,110	843,110	810,000	810,000	810,000	810,000
Interest Receivable	- 70,180	- 70,180	- 60,000	- 55,000	- 55,000	- 55,000
<b>NET OPERATING EXPENDITURE</b>	<b>- 837,690</b>	<b>- 990,690</b>	<b>- 1,724,290</b>	<b>- 1,261,010</b>	<b>- 1,155,240</b>	<b>- 1,048,360</b>
<b>APPROPRIATIONS</b>						
Transfer Stock Options Reserve	40,000	220,000	-	-	-	-
Transfer to Earmarked Reserve	-	-	130,000	130,000	130,000	130,000
Transfer From General Fund	-	-	290,000	-	-	-
Revenue Contributions To Capital	797,690	797,690	1,508,440	1,484,000	1,484,000	1,506,500
<b>(SURPLUS)/DEFICIT</b>	<b>-</b>	<b>27,000</b>	<b>- 375,850</b>	<b>352,990</b>	<b>458,760</b>	<b>588,140</b>
<b>FUND BALANCE</b>						
Balance b/f 1 April	1,535,900	2,009,380	1,982,380	2,358,230	2,005,240	1,546,480
Net Expenditure in 2005/06					-	-
Net Expenditure in 2006/07		- 27,000			-	-
Net Expenditure in Year			375,850	- 352,990	- 458,760	- 588,140
Balance c/f 31st March	<b>1,535,900</b>	<b>1,982,380</b>	<b>2,358,230</b>	<b>2,005,240</b>	<b>1,546,480</b>	<b>958,340</b>

**AFTER PROPOSED SAVINGS**

## HOUSING REVENUE ACCOUNT

### Repairs and Maintenance

Main Codes-A1 to A16

Executive Councillor - Cllr Garner  
Responsible Officer - Martyn Hembrow

Sub Code	Description	Original Estimate 2006/2007 £	Current Estimate 2006/2007 £	Forward Estimate 2007/2008 £
	<b>EXPENDITURE</b>			
<b>A01</b>	<b><u>R &amp; M Reconditions on lettings</u></b>			
H005	Re-lets - Painting	378,000	378,000	<b>332,760</b>
H006	Re-lets - Maintenance	482,000	482,000	<b>424,300</b>
<b>A03</b>	<b><u>R &amp; M General Maintenance</u></b>			
H010	Structure	391,400	391,400	<b>452,250</b>
H015	Structural Finishings and Fixings	459,380	459,380	<b>446,000</b>
H020	Water and Sanitary Services	345,050	345,050	<b>335,000</b>
H025	Other Domestic Services	4,640	4,640	<b>8,000</b>
H030	External Site Works	61,800	61,800	<b>60,000</b>
H035	Miscellaneous	68,500	68,500	<b>67,500</b>
H040	Damp and Condensation	38,110	38,110	<b>37,000</b>
H060	Vandalism	61,800	61,800	<b>60,000</b>
H065	Re-instatement of Aids & Adaptions	1,650	1,650	<b>1,600</b>
H070	Enhancement of DAP Accommodations	3,090	3,090	<b>3,000</b>
<b>A04</b>	<b><u>R &amp; M Electrical</u></b>			
H045 000	Electrical Repairs	273,980	273,980	<b>270,000</b>
H045 001	Repairs to Storage Heaters	-	-	<b>12,540</b>
<b>A05</b>	<b><u>R &amp; M Spec. Rep. Gas Servicing</u></b>			
H090	Gas Maintenance	875,500	919,500	<b>980,000</b>
<b>A06</b>	<b><u>R &amp; M Spec. Rep. Roofing</u></b>			
H075	Felt Roofing	20,600	20,600	<b>20,000</b>
<b>A07</b>	<b><u>R &amp; M Spec. Rep. Windows</u></b>			
H080	Metal Windows and Doors	77,250	77,250	<b>75,000</b>
<b>A08</b>	<b><u>R &amp; M Spec. Rep. Fencing</u></b>			
H085	Fencing	51,500	51,500	<b>40,000</b>
<b>A09</b>	<b><u>R &amp; M Underground Drainage</u></b>			
H031	Misc Expenditure	109,180	109,180	<b>86,000</b>
<b>A10</b>	<b><u>R &amp; M Garages</u></b>			
H050 000	R & M Garage Buildings	38,110	38,110	<b>47,750</b>
<b>A11</b>	<b><u>R &amp; M Shops</u></b>			
H055 111	R & M - Shops and Commercial Premises	16,480	16,480	<b>17,220</b>
<b>A12</b>	<b><u>Planned Maintenance/Ext Painting</u></b>			
	<u>PPM 2006/07</u>			
H205	42 PMA	44,140	44,140	<b>44,140</b>
	<u>PPM 2007/08</u>			
H210	43 PPM	803,400	803,400	<b>620,900</b>
<b>A13</b>	<b><u>Specialist Works</u></b>			
	Asbestos Survey	-	-	156,750
	Heating Renewal	-	-	125,400
	DDA	-	-	20,900
	Door Entry System Maintenance	-	-	5,230
	Smoke Detector Replacement	-	-	62,700
	Water Main Failure Replacement	-	-	5,230
	Fencing	-	-	52,250
	Planned Water Mains Replacement	-	-	31,350
H205	Contingency Sum	85,000	85,000	<b>85,000</b>
<b>A14</b>	<b><u>R &amp; M Leasehold Flats</u></b>			
H310	Re-chargeable Works on Sold Flats	-	-	-
<b>A15</b>	<b><u>R &amp; M Miscellaneous &amp; Support</u></b>			
H300	Emergency Call Out	61,000	61,000	<b>63,750</b>
S652	Private Consultants		-	
	<b><u>Internal Recharges</u></b>	<b>249,960</b>	<b>249,960</b>	<b>256,240</b>
	<b>Total Expenditure</b>	<b>5,001,520</b>	<b>5,045,520</b>	<b>5,305,760</b>
	<b>INCOME</b>			
C201	Fees & Charges	-	-	-
C500	Miscellaneous Repairs	40,000	40,000	<b>40,000</b>
C501	Other Income	-	-	-
	<b>Total Income</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
	<b>Net Expenditure</b>	<b>4,961,520</b>	<b>5,005,520</b>	<b>5,265,760</b>

**HOUSING REVENUE ACCOUNT**  
**Management and supervisory Expenditure**  
**General Expenses**

Executive Councillor - Cllr Garner  
Responsible Officer - Malcolm Western

Sub Code	Description	Original Estimate 2006/2007 £	Current Estimate 2006/2007 £	Forward Estimate 2007/2008 £
	<b>EXPENDITURE</b>			
	<b>Employee Related Expenses</b>			
E300	Training	10,000	10,000	10,000
E320	Conference Expenses	10,000	10,000	10,000
E600	Employee Related Insurance	44,310	44,310	-
	<b>Capital Financing</b>			
F200	Interest repayments	17,180	17,180	
	<b>Premises Related Expenses</b>			
P200	Rent	17,250	17,250	17,800
P210	Rates	5,940	5,940	6,530
P300	Electricity	32,100	32,100	44,940
P500	Insurances	117,990	117,990	121,530
	<b>Hostels</b>			
P010	Repairs Winckworth Way	27,000	27,000	28,220
P200 001	Rent	2,610	2,610	2,690
P410	Cleaning Winkworth Way	900	900	
	<b>Internal Recharges</b>	2,493,940	2,493,940	2,289,460
	<b>Supplies &amp; Services</b>			
S010	Printing and Stationery	17,250	17,250	17,250
S022	Photocopying	-	-	
S023	Central photocopy recharge	190	190	230
S105	Central telephone recharge	1,130	1,130	470
S305	Equipment	7,250	7,250	7,250
S510	Insurance	950	950	980
S520	Advertising	2,680	2,680	2,680
S528	Tenant's Forum	22,000	22,000	22,000
S530	Subscriptions	2,500	2,500	2,500
S530 001	Mediation Contribution	16,580	16,580	-
S545	Best Value Initiatives	110,000	110,000	-
S545 003	I. T. Enhancements	-	-	33,230
S600	Giro Charge	30,000	30,000	30,000
S620	Audit Fee	5,200	5,200	5,200
S653	Removal Expenses	35,000	35,000	35,000
S990	Miscellaneous	2,000	2,000	2,000
S990 003	Management Contingency Budget	35,000	35,000	15,000
S990 006	Reorganisation of filing system	35,000	35,000	35,000
S999	HIP Presentation	1,500	1,500	1,500
	<b>Total Expenditure</b>	<b>3,103,450</b>	<b>3,103,450</b>	<b>2,741,460</b>
	<b>INCOME</b>			
C200	Fees and Charges	25,370	25,370	26,280
C201	Fees and Charges (non vat)	-	-	-
C301	Rents and Wayleaves	20,760	20,760	20,760
C400	Service Charges	-	-	-
C501	Other Miscellaneous Income	-	-	-
C501002	Insurance Premiums Recharged	-	-	-
C561	Other Commission	-	-	-
	<b>Total Income</b>	<b>46,130</b>	<b>46,130</b>	<b>47,040</b>
	<b>Net Expenditure</b>	<b>3,057,320</b>	<b>3,057,320</b>	<b>2,694,420</b>

## HOUSING REVENUE ACCOUNT

### Management and Supervisory Expenditure Special Expenses

Main Code - A21

Executive Councillor - Cllr Garner  
Responsible Officer - Malcolm Western

Sub Code	Description	Original Estimate 2006/2007 £	Current Estimate 2006/2007 £	Forward Estimate 2007/2008 £
	<b>EXPENDITURE</b>			
	<b>Premises Related Expenses</b>			
P030	Maintenance of lift at Kilkenny	2,080	2,080	2,170
	<b>Sewage Plants</b>			
P122	Maintenance-Routine	71,140	71,140	79,790
P123	Estate Roads Maintenance	38,100	38,100	39,810
P300	Electricity	11,100	11,100	15,540
P310	Water/NRA	1,910	1,910	2,200
P311	Housing Estates - Non-Routine	20,350	20,350	21,270
P123	Estate Roads Maintenance	-	-	-
P410	Cleaning windows - Communal	6,420	6,420	6,740
P410 001	Cleaning Communal Areas	4,490	4,490	4,710
	<b>Maintenance of Grass Areas and Trees</b>			
P100	Housing Estates - General	317,720	317,720	333,610
	<b>Outside Lighting</b>			
P170 001	Maintenance - stair lighting	18,720	18,720	19,660
P170 003	Maintenance -estate lighting	3,640	3,640	3,820
P300 100	Energy Consumed	11,130	11,130	15,580
	<b>Internal Recharges</b>	44,040	44,040	56,910
	<b>Supplies and Services</b>			
S547	Special Estate Projects	32,000	32,000	17,080
S548	Risk Management Inspections	8,700	8,700	8,700
S549	Anti Social Behaviour Initiatives	12,000	12,000	12,000
S665	Clearing Streams and Waterways	20,840	20,840	20,840
S665 001	Clearing Rubbish from estates	38,170	38,170	38,170
S665 002	Clearing Clinical Waste	1,310	1,310	1,310
	<b>Total Expenditure</b>	<b>663,860</b>	<b>663,860</b>	<b>699,910</b>
	<b>INCOME</b>			
C400	Service Charges	-	-	-
C201	Fees & Charges Non VAT	-	-	-
C019	Fees & Charges	18,050	18,050	18,700
C501	Other income non VAT	-	-	-
	<b>Total Income</b>	<b>18,050</b>	<b>18,050</b>	<b>18,700</b>
	<b>Net Expenditure</b>	<b>645,810</b>	<b>645,810</b>	<b>681,210</b>

**HOUSING REVENUE ACCOUNT**  
**Management and supervisory Expenditure**  
**Special Expenses O.A.P.**

Main Code - A22

Executive Councillor - Cllr Garner  
Responsible Officer - Pat Potter

Sub Code	Description	Original Estimate 2006/2007 £	Current Estimate 2006/2007 £	Forward Estimate 2007/2008 £
	<b>EXPENDITURE</b>			
	<b><u>Employee Related Expenses</u></b>			
E001 001	Salaries	268,840	268,840	<b>282,430</b>
E002	Overtime	20,000	20,000	<b>20,000</b>
E004	Superannuation	32,580	32,580	<b>36,870</b>
E005	Employers NI	19,810	19,810	<b>22,580</b>
E011 002	Additional Connections	3,000	3,000	-
E200	Car leasing	1,300	1,300	<b>1,980</b>
E201	NI on leased cars	200	200	<b>200</b>
E202	Other NI contributions	20	20	<b>20</b>
E220	Private Health Insurance	190	190	<b>190</b>
E300	Training	12,000	12,000	<b>12,000</b>
E320	Conference expenses	1,000	1,000	-
E415	Criminal Records Bureau	300	300	<b>300</b>
	<b><u>Premises Related Expenses</u></b>			
P200	Rent on Offices	-	-	<b>5,000</b>
P210	Rates - Meeting Halls/Guest Apartments	14,000	14,000	<b>15,400</b>
P300	Electricity - Meeting Halls	36,710	36,710	<b>51,390</b>
P410	Cleaning and cleaning materials	15,510	15,510	<b>16,290</b>
P320	Rent Broomfield Road	-	-	-
	<b><u>Internal Recharges</u></b>	<b>60,600</b>	<b>60,600</b>	<b>54,560</b>
	<b><u>Supplies and Services</u></b>			
S010	Printing & Stationery	2,100	2,100	<b>2,100</b>
S022	Photocopying	200	200	<b>200</b>
S023	Central Photocopying	-	-	-
S100	Telephone Charges	13,000	13,000	<b>6,500</b>
S120	Mobile Pagers	5,000	5,000	<b>7,000</b>
S305	Furniture & Equipment - Meeting Halls	15,000	15,000	<b>15,000</b>
S305 001	Maintenance & Equipment - Kilkenny Lodge	6,000	6,000	<b>6,000</b>
S990	Miscellaneous	8,200	8,200	<b>24,000</b>
	<b><u>Transport Related Expenses</u></b>			
T900	Wardens	25,000	25,000	<b>25,000</b>
	<b>Total Expenditure</b>	<b>560,560</b>	<b>560,560</b>	<b>605,010</b>
	<b>INCOME</b>			
C019	Fees & Charges	17,850	17,850	<b>18,490</b>
C400	Electricity - Meeting Halls	20,100	20,100	<b>20,820</b>
C501	Wardens - Miscellaneous Income	20	20	<b>20</b>
C568	Lease car - Employee Contributions	120	120	<b>120</b>
	<b>Total Income</b>	<b>38,090</b>	<b>38,090</b>	<b>39,450</b>
	<b>Net Expenditure</b>	<b>522,470</b>	<b>522,470</b>	<b>565,560</b>



**HOUSING REVENUE ACCOUNT  
Deane Helpline Trading Account**

Main Code - A30

Executive Councillor - Cllr Garner  
Responsible Officer - Pat Potter

Sub Code	Description	Original Estimate 2006/2007 £	Current Estimate 2006/2007 £	Forward Estimate 2007/2008 £
	<b>EXPENDITURE</b>			
	<b>Employee Related Expenses</b>			
E001 001	Salaries	403,960	460,290	494,720
E002	Overtime	-	-	-
E003	Other Payments	21,560	21,560	-
E004	Superannuation	53,040	60,060	62,410
E005	Employers NI	27,610	31,260	34,120
E010 001	Control Centre Salaries	-	-	-
E010 002	Senior Warden's salaries	-	-	-
E011	Control Centre Wages	-	-	-
E011 001	Wardens Wages	-	-	-
E200	Leased cars	1,950	1,950	-
E201	NI on leased cars	310	310	-
E202	Other NI contributions	40	40	40
E220	Private Health Insurance	280	280	-
E300	Training	15,000	5,000	5,000
E320	Conferences	3,000	3,000	1,500
E410	Advertising for Staff	4,000	4,000	2,000
E415	Criminal Records Bureau	-	-	200
	<b>Capital Financing</b>			
F400	Revenue Contribution to Capital	-	-	-
F200	Interest Repayments	-	-	-
	<b>Premises Related Expenses</b>			
P011	R & M Maintenance	-	-	-
P140	Maintenance	53,460	43,460	38,460
P200	Rent & Energy - 26 Kilkenny Court	6,000	6,000	8,400
P215	Council Tax	-	-	-
P300	Energy	-	-	-
P310	Water / Sewerage	2,000	2,000	2,300
P410	Contract Cleaners	100	100	110
	<b>Internal Recharges</b>	91,620	91,620	58,160
	<b>Supplies &amp; Services</b>			
S010	Printing & Stationery	3,000	3,000	6,000
S022	Photocopying	250	250	250
S023	Central Photocopying	-	-	-
S100	Telephone	17,000	17,000	17,000
S105	Central Telephones	1,010	1,010	990
S120	Mobile Phone	1,500	1,500	1,500
S305	Equipment	12,000	12,000	6,000
S314	Uniforms For Staff	1,500	1,500	1,500
S522	Publicity	5,000	5,000	5,000
S635 001	Eye Tests	200	200	200
S990	Miscellaneous	2,000	2,000	2,000
S990002	Contingency	-	-	-
S652	Consultancy Accreditation	-	-	-
S900	Contribution to Reserves	36,000	36,000	30,000
	<b>Transport Related Expenses</b>			
T900	Travelling	23,000	23,000	23,000
	<b>Total Expenditure</b>	<b>786,390</b>	<b>833,390</b>	<b>800,860</b>
	<b>INCOME</b>			
C200	Private Sector Contract Work	206,810	209,910	218,520
C201	Charges to Subscribers - Private Sector	225,680	229,070	238,460
C202	Charges to Subscribers - Public Sector	296,970	301,420	313,780
C500	Miscellaneous Income	5,000	5,080	5,290
C501	Other Income (no VAT)	-	-	-
C568	Lease cars - Employee Contributions	100	100	100
C924	Transfer from General Fund - Interest on Working Balance	4,480	4,550	4,740
	<b>Total Income</b>	<b>739,040</b>	<b>750,130</b>	<b>780,890</b>
	<b>Net Expenditure</b>	<b>47,350</b>	<b>83,260</b>	<b>19,970</b>
	<b>Balance b/f - 1 April</b>	<b>105,030</b>	<b>105,030</b>	<b>21,770</b>
	<b>Net Expenditure</b>	<b>(47,350)</b>	<b>(83,260)</b>	<b>(19,970)</b>
	<b>Balance c/f - 31 March</b>	<b>57,680</b>	<b>21,770</b>	<b>1,800</b>

**DLO**  
**Building Maintenance**

Executive Councillor - Cllr Garner  
Responsible Officer - Martyn Hembrow

Main Code: M30

Sub Code	Description	Original Estimate 2006/2007 £	Forward Estimate 2007/2008 £	Comments
	<b>EXPENDITURE</b>			
	<b>Employee Related Expenses</b>			
E001	Salary	1,344,000	1,190,660	
E002	Overtime	91,700	91,700	
E003	Other Payments	1,500	1,500	
E004	Superannuation	185,500	175,030	
E005	National Insurance	88,000	75,550	
E300	General Training	600	600	
E145	Employment Agencies	171,700	171,700	
E410	Advertising for Staff	1,800	1,800	
E530	Appeal Costs	0	0	
E520	Redundancy Payments	9,800	9,800	
E600	3rd party & Employee Liability Insurance	0	0	
	<b>Capital Financing</b>			
F010	Capital Charges	75,600	75,600	
	<b>Premises Related Costs</b>			
P011	R&M Buildings Non Routine	500	500	
P530	Health & Safety Inspection	0	0	
	<b>Internal Recharges</b>			
R001	Central Employee Costs	32,300	8,370	
R003	Central Computer Costs	0	0	
R039	Purchasing & Supplies	55,600	25,940	
R041	Accountancy	0	880	
R042	Creditors	14,400	16,260	
R043	Payroll	16,500	9,360	
R047	Computer Section	0	660	
R057	Personnel	9,200	10,420	
R061	Property Services	0	30	
R100	Building Maintenance DLO	333,700	303,790	
R103	Highways DLO	0	0	
R104	Depot Non-Office	14,700	14,700	
R114	Health & Safety	0	0	
R169	Head of Housing	3,200	0	
R177	Training	5,700	4,760	
R805	Sundry Debtors	4,900	2,100	
	<b>Supplies and Services</b>			
S109	Communications	400	420	
S310	Washing Materials	0	0	
S314	Protective Clothing	7,600	7,980	
S316	Skip & Bobcat	64,000	67,200	
S349	Plant & Tools	14,700	15,440	
S305	External Materials & Supplies	1,221,500	1,205,150	
S004	Internal Stores Materials & Supplies	418,100	439,010	
S510	Insurance for Hire Plant	0	0	
S990	Miscellaneous	7,800	8,190	
S910	Intra DLO Works	69,100	72,560	
S662	Auctioneers Commission & Fees	0	0	
S900	Contributions to Reserves	0	0	
S652	Consultants	0	0	
S650	Health & Safety Advisor	3,400	3,570	
	<b>Transport Related Expenses</b>			
T100	Routine / Regular Servicing	31,400	32,970	
T110	Repairs & Maintenance	14,400	15,120	
T112	Vehicle Fitting	2,600	2,730	
T120	Tyres	2,400	2,520	
T220	Petrol and Other Fuels	77,500	81,380	
T300	Licence, MoT's & Insurance	50,800	53,340	
T400	Operational Leases	65,100	68,360	
T900	Travelling Allowances	1,400	1,470	
T431	Internal Plant	4,100	4,310	
	<b>Total Expenditure</b>	<b>4,517,200</b>	<b>4,273,430</b>	
	<b>INCOME</b>			
	<b>Works Income</b>			
C012	Contributions from reserves	7,400	7,400	
C215	Misc Income	0	0	
C500	Other Income	100	100	
C566	Employee Contribution to Vehicle Use	8,800	8,800	
C630	Fixed Price (Internal) Income	394,000	401,880	
C632	Day Works (Internal) Income	427,000	435,540	
C633	Scheduled Rates (Internal) Income	2,920,000	2,723,800	
C631	External Works Income	105,900	108,020	
C634	Large Contracts (Internal) Income	615,000	627,300	
C635	Handy Van Scheme	39,000	39,780	
	<b>Total Income</b>	<b>4,517,200</b>	<b>4,352,620</b>	
	<b>Net Expenditure</b>	<b>0</b>	<b>-79,190</b>	

## TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 7<sup>th</sup> FEBRUARY 2007

### REPORT OF THE FINANCIAL SERVICES MANAGER

This matter is the responsibility of Executive Councillor Williams,  
Leader of the Council

### CAPITAL PROGRAMME 2007/08 onwards

#### EXECUTIVE SUMMARY

This report details the proposed General Fund (GF) and Housing Revenue Account (HRA) capital programmes for the period 2007/08 to 2010/11.

For the General Fund the estimated unallocated resources available are £17k. Proposed new schemes amount to £145k, but self-funding, leaving the same £17k of unallocated capital resources available for future schemes.

For all Housing schemes, both GF and HRA, the estimated resources available for 2007/08 amount to £6,593k. The proposed capital programme for 2007/08 amounts to £6,402k. Members should note it is proposed that we carry forward the remaining £191k to support the HRA Decent Homes capital programme into the future.

#### 1 INTRODUCTION

1.1 The purpose of this report is to consider the proposed GF Capital Programme as outlined in Appendix A and to consider the proposed HRA Capital Programme as outlined in Appendix B. Following consideration by the Executive the programme is due to be considered by Full Council on 20<sup>th</sup> February.

#### 2 CAPITAL RESOURCES

2.1 All capital expenditure has to be financed from borrowing, capital receipts or other revenue funds.

2.2 The current position on the amount of unallocated resources available for both the GF and Housing is set out below:

	2007/08 General Fund £000	2007/08 Housing £000
Current Balance	17	6,593

2.3 The General Fund figure shown above reflects the uncommitted balance on capital reserves. Resources for Housing include the Major Repairs Allowance, supported borrowing, usable capital receipts and any revenue contributions to capital.

- 2.4 The figure for the HRA is much higher as, unlike the GF, the HRA receives a direct grant from central Government (the Major Repairs Allowance) towards capital expenditure. This comprises around 55% of all resources available to finance Housing schemes.
- 2.5 It should be noted that for both the GF and the HRA no Prudential borrowing is assumed in the table above. For Housing the only borrowing that is included in the resources is that borrowing for which central Government will provide revenue support via subsidy to meet debt costs. This is known as “supported borrowing” and amounts to £624k in 2007/08.
- 2.6 Members should note that at the time of writing this report the Department of Communities and Local Government had yet to announce the final supported borrowing and disabled facilities grants levels. Early indications are that we can expect the amounts included above, but ministers will not decide the final allocation until late February 2007. Once this announcement has been made, and if the allocations are greatly different from our assumptions, then Members will be informed through the usual mechanism.
- 2.7 If necessary, any new loan debt will only be taken after full consideration of the Authority’s treasury management strategy and the indicators prescribed by the Prudential Code.
- 2.8 The funding for the programmes in 2008/09 to 2010/11 is anticipated to be broadly similar to 2007/08, although it is not possible at this stage to accurately identify these. However, when details are known the programme will be amended to reflect the actual level of funding available.

### **3 GENERAL FUND CAPITAL PROGRAMME**

- 3.1 The current approved capital programme totals £12.18m. This includes any slippage in schemes, which have been rolled forward from 2005/06 and any subsequent supplementary estimates that have been approved by Full Council.
- 3.2 The programme also includes the GF Housing capital programme, a summary of which is shown below:

	<b>2006/07 £000</b>	<b>2007/08 £000</b>	<b>2008/09 £000</b>	<b>Post 2009 £000</b>
Renovation Grants	456	335	335	335
Disabled Facilities Grants (Private Sector)	350	350	350	350
Grants to Housing Associations	930	809	809	809
Single Housing Investment Pot Bids	44	0	0	0
<b>Total</b>	<b>1,780</b>	<b>1,494</b>	<b>1,494</b>	<b>1,494</b>

Further details on the proposed GF Housing capital programme are shown in Appendix C.

3.3 Due to the limited amount of resource available, as stated in 2.2 above, no recurring or new schemes are being considered unless they are self-financing or financed from external sources.

3.4 New Schemes

The Executive propose to make the following new schemes a priority for the new Programme:

<b>Portfolio/Scheme</b>	<b>Amount (£)</b>
<b>Economic Dev, Property &amp; Tourism</b>	
Grass Cutting Equipment and Small Plant (DLO Reserves Funding)	35,400
Vehicle Acquisitions (DLO Reserves Funding)	109,500
<b>Total</b>	<b>144,900</b>

3.5 In supporting the schemes outlined in paragraph 3.4, there is no impact on the unallocated resource available due to the finance being available from DLO reserves.

3.6 Future General Fund projects can be undertaken when resources become available. This could be through either borrowing, revenue contributions or through the sale of assets.

3.7 The detailed GF capital programme, which includes these proposed schemes now totals £12.18m and is shown in Appendix A.

**4. HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME**

4.1 The table in paragraph 2.2 shows the level of resources available to finance the proposed Housing capital programme for 2007/08, and as mentioned above, includes no unsupported borrowing. By limiting the borrowing necessary for the programme to the amount of supported borrowing ensures that the HRA will not have to meet any unsupported borrowing costs. Included within this sum is a contribution to capital from the HRA of £1,508k and estimated useable capital receipts from the sale of Council Houses of £575k (32 sales are estimated in 2007/08).

4.2 The General Fund Housing Programme, as detailed in paragraph 3.2 requires the use of £1.494m of these resources, leaving £5.099m available for the HRA capital programme.

4.3 The proposed HRA Capital Programme for 2007/08, as detailed in Appendix B, and accompanied by the commentary in Appendix C, projects a programme of £4.908m. Members should note this

programme will leave resources available to carry forward of £191k. These resources will be used to support the future Decent Homes Programme.

- 4.4 The Housing Review Panel and the Review Board considered the Draft Housing Capital Programme at their meetings on 23<sup>rd</sup> and 25<sup>th</sup> January respectively and made no formal recommendations.
- 4.5 For both the GF and HRA any new schemes, which emerge during the lifespan of the programmes, will be funded through existing unallocated resources or through new resources, such as new capital receipts. Bids for additional schemes to those set out above should be made through the Executive, using the PAR format.

## **5 RECOMMENDATIONS**

- 5.1 The Executive is requested to recommend the General Fund and Housing Revenue Account Capital Programmes to Full Council for approval.

**Contact Officers:** GF Capital Programme & General Enquires  
P. Carter, Financial Services Manager  
Tel: (01823) 356418  
Email: [p.carter@tauntondeane.gov.uk](mailto:p.carter@tauntondeane.gov.uk)

HRA Capital Programme  
P Webb, Contracts Manager  
Tel: (01823) 356505  
Email: [p.webb@tauntondeane.gov.uk](mailto:p.webb@tauntondeane.gov.uk)

**Background Papers:** **Review Board 25<sup>th</sup> January 2007, Capital Programme 2007/08 to 2010/11.**

**TAUNTON DEANE BOROUGH COUNCIL  
GENERAL FUND CAPITAL PROGRAMME SUMMARY**

<b>Portfolio Expenditure</b>	<b>2006/07</b> £	<b>2007/08</b> £	<b>2008/09</b> £	<b>Post 2009</b> £	<b>Total</b>
Corporate Services	603,910	65,000	65,000	256,960	990,870
Economic Dev, Property & Tourism	1,120,950	324,900	0	677,580	2,123,430
Environmental Services	721,830	109,700	24,700	816,160	1,672,390
Housing (Non-HRA)	1,780,000	1,494,000	1,494,000	1,494,000	6,262,000
Leisure, Arts and Culture	637,780	201,620	116,500	84,940	1,040,840
Planning Policy & Transportation	195,440	45,000	25,000	112,460	377,900
<b>Total Expenditure</b>	<b>5,059,910</b>	<b>2,240,220</b>	<b>1,725,200</b>	<b>3,442,100</b>	<b>12,467,430</b>

**TDBC CAPITAL PROGRAMME 2006/07 onwards**  
**CORPORATE SERVICES**

<b>PRIMARY CODE</b>	<b>RESPONSIBLE OFFICER</b>	<b>SCHEME / PROJECT</b>	<b>2006/07 £</b>	<b>2007/08 £</b>	<b>2008/09 £</b>	<b>Post 2009 £</b>	<b>Total</b>
T30	George Stark	Public Buildings -Disabled Access	100,000	0	0	188,640	288,640
T31	George Stark	Energy Conservation/Water Management	5,000	5,000	5,000	28,530	43,530
T32	Stewart Rutledge	The Deane House - Air Conditioning	0	0	0	5,990	5,990
T58	Simon Kirkham	IT Improvements	65,610	60,000	60,000	0	185,610
T59	George Stark	Asbestos Removal	0	0	0	33,800	33,800
W18	Stewart Rutledge	Deane House Security System	17,000	0	0	0	17,000
W29	Claire Bramley	Image Scanner Purchase 06/07	16,300	0	0	0	16,300
W51	Paul Harding	Revenues & Benefits IT System	400,000	0	0	0	400,000
		<b>Total Expenditure</b>	<b>603,910</b>	<b>65,000</b>	<b>65,000</b>	<b>256,960</b>	<b>990,870</b>



**TDBC CAPITAL PROGRAMME 2006/07 onwards**

**ECONOMIC DEVELOPMENT, PROPERTY AND TOURISM**

<b>PRIMARY CODE</b>	<b>RESPONSIBLE OFFICER</b>	<b>SCHEME / PROJECT</b>	<b>2006/07 £</b>	<b>2007/08 £</b>	<b>2008/09 £</b>	<b>Post 2009 £</b>	<b>Total</b>
T40	Tony Turner	Grass Cutting Equipt.	33,950	35,400	0	0	69,350
T41	Tony Turner	Vehicle Acquisitions	93,000	109,500	0	0	202,500
T47	Adrian Preist	Misc' Land and Property Purchases	450,000	0	0	0	450,000
T61	John Seabrook	Parking on Estates	15,000	0	0	600	15,600
T62	Tom Noall	Taunton Town Centre	10,000	0	0	0	10,000
T82	Stewart Rutledge	Paul St Car Park	0	0	0	116,850	116,850
T83	John Lewis	Town Centre CCTV	0	0	0	60,130	60,130
W17	Stewart Rutledge	Bike Park Development (St James St)	0	0	0	0	0
W37	Joy Wishlade	Project Taunton - Firepool	0	0	0	250,000	250,000
W38	Joy Wishlade	Project Taunton - Town Centre Retail	0	0	0	250,000	250,000
W60		Hestercombe Gardens (Heritage)	30,000	30,000	0	0	60,000
W69	Adrian Preist	Frobisher Way	0	0	0	0	0
W70	Adrian Preist	Blackdown Business Park	489,000	0	0	0	489,000
W71	Steve Kendall	Business Park Development, Wiveliscombe	0	150,000	0	0	150,000
		<b>Total Expenditure</b>	<b>1,120,950</b>	<b>324,900</b>	<b>0</b>	<b>677,580</b>	<b>2,123,430</b>

**TDBC CAPITAL PROGRAMME 2006/07 onwards**  
**ENVIRONMENTAL SERVICES**

<b>PRIMARY CODE</b>	<b>RESPONSIBLE OFFICER</b>	<b>SCHEME / PROJECT</b>	<b>2006/07 £</b>	<b>2007/08 £</b>	<b>2008/09 £</b>	<b>Post 2009 £</b>	<b>Total</b>
No code	Paul Rayson	Mercury Abatement Works (Extension and Filters)	0	85,000		285,000	370,000
T27	Paul Rayson	Cemetery Extension	0	0	0	14,960	14,960
T52	Bruce Carpenter	Refurbish Public Conveniences	27,030	0	0	0	27,030
T54	Pete Weaver	Env Health Hand Held Computers	0	0	0	3,860	3,860
T74	Ian Clark	Taunton/Bridgwater Canal	10,000	10,000	10,000	0	30,000
T95		Air Quality Monitoring Equipment	0	0	0	5,440	5,440
W12	Paul Rayson	Crematorium - Exension	48,100	0	0	0	48,100
W13	Paul Rayson	Cemetery & Crematorium Car Park Lighting	0	0	0	8,200	8,200
W28	Paul Rayson	Sound System Upgrade at Crematorium	6,000	0	0	0	6,000
W36	Ian Clark	Neroche Project	14,700	14,700	14,700	14,700	58,800
W68	Bruce Carpenter	Waste Initiative	616,000	0	0	484,000	1,100,000
		<b>Total Expenditure</b>	<b>721,830</b>	<b>109,700</b>	<b>24,700</b>	<b>816,160</b>	<b>1,672,390</b>

**TDBC CAPITAL PROGRAMME 2006/07 onwards****HOUSING HOUSING (NON HRA)**

<b>Primary Code</b>	<b>Scheme</b>	<b>2006/07 £</b>	<b>2007/08 £</b>	<b>2008/09 £</b>	<b>Post 2009 £</b>	<b>Total</b>
V97	Single Housing Investment Pot Funds	44,000	-	-	-	44,000
V98	Private Sector Renewal Grants	456,000	335,000	335,000	335,000	1,461,000
V98	Disabled Facilities Grants	350,000	350,000	350,000	350,000	1,400,000
V99	Grants to Registered Social Landlords	930,000	809,000	809,000	809,000	4,859,406
	<b>Total Expenditure</b>	<b>1,780,000</b>	<b>1,494,000</b>	<b>1,494,000</b>	<b>1,494,000</b>	<b>6,262,000</b>

**TDBC CAPITAL PROGRAMME 2006/07 onwards**  
**LEISURE, ARTS AND CULTURE**

<b>PRIMARY CODE</b>	<b>RESPONSIBLE OFFICER</b>	<b>SCHEME / PROJECT</b>	<b>2006/07 £</b>	<b>2007/08 £</b>	<b>2008/09 £</b>	<b>Post 2009 £</b>	<b>Total</b>
No code	Joy Wishlade	Museum Funding Grant	20,000				20,000
T01	Karen Hughes	Corporate Priorities - Grants to Clubs	50,040	144,620	59,500	0	254,160
T04	Karen Hughes	Corporate Priorities - Play Equipt. Grants to Parishes	37,500	31,000	31,000	0	99,500
T05	Karen Hughes	Play Equipt. Replacement	26,000	26,000	26,000	84,940	162,940
T46	Steve Hughes	Taunton Green Multi Use Games Area	54,700	0	0	0	54,700
W09	Steve Hughes	Tennis Centre Extension	340,000	0	0	0	340,000
W14		Blackbrook - Hawkins Trust Payment	65,000	0	0		65,000
W15	Joy Wishlade	Travel Plan	15,100	0	0	0	15,100
W16	Steve Hughes	Vivary Chalet	17,300	0	0	0	17,300
W27	Josep Galicia	Reinstatement of Jurston Lane Playing Facilities	12,140	0	0	0	12,140
		<b>Total Expenditure</b>	<b>637,780</b>	<b>201,620</b>	<b>116,500</b>	<b>84,940</b>	<b>1,040,840</b>

TDBC CAPITAL PROGRAMME 2006/07 onwards

PLANNING POLICY AND TRANSPORTATION

PRIMARY CODE	RESPONSIBLE OFFICER	SCHEME / PROJECT	2006/07 £	2007/08 £	2008/09 £	Post 2009 £	Total
T45	John Lewis	Parking Strategy - Payment Equipment Replacement	23,830	20,000	0	0	43,830
No code	Tim Burton	Development Control Software	80,000				80,000
T60	John Herrington	Contributions to Footpaths and Streetlighting	12,000	25,000	25,000	57,350	119,350
T86		Town Centre Improvements	69,610	0	0	0	69,610
T94		Pedestrian Signage	0	0	0	5,700	5,700
W32	John Lewis	Multi-Storey Car Park - Drying Room	0	0	0	10,000	10,000
W33	John Lewis	Anti Suicide Measures - Paul St Car Park	10,000	0	0	39,410	49,410
		<b>Total Expenditure</b>	<b>195,440</b>	<b>45,000</b>	<b>25,000</b>	<b>112,460</b>	<b>377,900</b>

## Housing Capital Programmes 2006/07 to 2010/11

Area	Original Budget 2006/07	Revised Budget 2006/07	Proposed Budget 2007/08	Indicative Budget 2008/09	Indicative Budget 2009/10	Indicative Budget 2010/11
<b>Decent Homes</b>						
Kitchen Improvements + bathroom fi	}					
Roofing - Pitched - age renewal	}					
Roofing - Pitched - early failure	}					
Roofing - flat - age renewal	}					
Roofing - flat - early failure	}	3,593,000	3,514,570	4,277,700	4,512,390	4,735,400
Windows	}					4,920,030
Electrical Testing - 10 years	}					
Rewiring	}					
Heating Improvements	}					
Refurbishments - one-off	}					
	<b>3,593,000</b>	<b>3,514,570</b>	<b>4,277,700</b>	<b>4,512,390</b>	<b>4,735,400</b>	<b>4,920,030</b>
<b>Other Works</b>						
Integrated Housing Management System	279,000	279,000	80,000			
Communal TV Aerials	20,000	20,000	20,000	20,000		
Door Entry Systems	30,000	30,000	20,000	20,000	20,000	20,000
Aids and Adaptations	200,000	200,000	200,000	200,000	200,000	200,000
Soundproofing	10,000	10,000	20,000	20,000	20,000	20,000
DDA Work	20,000	20,000	20,000	20,000	20,000	20,000
Asbestos Works	20,000	20,000	20,000	20,000	20,000	20,000
	4,172,000	4,093,570	4,657,700	4,812,390	5,015,400	5,200,030
Community Alarm Systems	45,000	45,000	45,000	45,000	45,000	45,000
Tenants Imps.	5,000	5,000	5,000	5,000	5,000	5,000
Cash Incentive Scheme	50,000	50,000	0	0	0	0
Disabled Facilities Grants (HRA Stock)	200,000	200,000	200,000	200,000	200,000	200,000
<b>Total HRA Capital</b>	<b>4,472,000</b>	<b>4,393,570</b>	<b>4,907,700</b>	<b>5,062,390</b>	<b>5,265,400</b>	<b>5,450,030</b>
<b>General Fund Housing Capital Schemes</b>						
Grants to RSLs	809,000	930,410	809,000	809,000	809,000	809,000
Private Sector Renewal Grants	335,000	456,070	335,000	335,000	335,000	335,000
Disabled Facility Grants - Private Sector	350,000	350,000	350,000	350,000	350,000	350,000
<u>Single Housing Investment Pot Bids</u>						
Sprinklers	0	20,190	0	0	0	0
Homeless Scheme	0	24,000	0	0	0	0
<b>Total GF Housing Capital</b>	<b>1,494,000</b>	<b>1,780,670</b>	<b>1,494,000</b>	<b>1,494,000</b>	<b>1,494,000</b>	<b>1,494,000</b>
<b>Total Housing Capital Programme</b>	<b>5,966,000</b>	<b>6,174,240</b>	<b>6,401,700</b>	<b>6,556,390</b>	<b>6,759,400</b>	<b>6,944,030</b>

## APPENDIX C

### 1. Housing Capital Programme Commentary

- 1.1 The Capital Programme projected for 2007/08 is based on a realistic assessment of the resources that are available. The programme is designed to achieve an investment strategy to meet the demands for the improvement of public and private housing and to make a significant contribution to Joint Commissioning for the provision of new homes. The programme follows the priorities outlined in our housing strategy and HRA business plan, which in turn properly considers the links to the overall strategy of the Council.

### 2. Comments

- 2.1 The comments focus on the main items of expenditure as set out in Appendix A.

#### 2.2 **Local Authority Owned Stock**

- 2.3 The future major investment into the Housing Stock will concentrate on delivering 'Decent Homes'.

- 2.4 Delivering Decent Homes (HP 4, Continued Investment in Management and Maintenance of Housing Stock) £4,277,700

In July 2001 the Council received guidance on the Government target to 'ensure that all social housing meets set standards of decency by 2010 by reducing the number of households living in social housing that does not meet these standards'. There are four criteria used to determine a "decent home" and each property has to satisfy these in order to be classified as decent.

The four criteria are:-

- A. It meets the current statutory minimum standard for housing
- B. It is in a reasonable state of repair
- C. It has reasonably modern facilities and services
- D. Provides a reasonable degree of thermal comfort

Predominantly, this work will concentrate on upgrading kitchens and bathrooms, re-roofing, provision of double glazed PVCu replacement windows, replacement of external doors (with improved security where appropriate), upgrading central heating systems and testing electrical installations, ensuring compliance the latest IEE regulations.

- 2.5 Door Entry Systems (HP 4 Continued Investment in Management and Maintenance of Housing Stock) £20,000

Historically door entry systems have been installed in Sheltered Housing schemes. In future we will be concentrating on blocks of flats vulnerable to Anti-Social

	Behaviour.	
2.6	<u>Soundproofing Work (HP 4 Continued Investment in Management and Maintenance of Housing Stock)</u> The programme, which started with the Duplex flats at Holway, Taunton in 1997 has been extended to other flats with timber floors where sound transmission problems exist.	£20,000
2.7	<u>New Housing Management IT System (HP 4 Continued Investment in Management and Maintenance of Housing Stock)</u> This project commenced in 2006/07 and its implementation will be complete during 2007/08.	£80,000
2.8	<u>Communal TV Aerial Systems</u> In line with the Government requirements, as existing communal T.V. aerial systems become time expired, these will be replaced with systems capable of receiving a digital signal.	£20,000
2.9	<u>Aids and Adaptations (inc parking) (HP 5 Continued Support for Vulnerable Groups)</u> Continued assistance to provide essential modifications to Council dwellings including small car parking improvements for disabled tenants.	£200,000
2.10	<u>DDA Work</u> In order to ensure that buildings used by the public comply with the Disability Discriminations Act, certain modifications are necessary. This includes sheltered scheme meeting halls and shops in our ownership.	£20,000
2.11	<u>Asbestos Investigations (HP 4 Continued Investment in Management and Maintenance of Housing Stock)</u> Surveys are currently being carried out to help build and maintain a database identifying where asbestos-based products exist.	£20,000
2.12	<u>Tenants Improvements and the provision of Community Alarm Systems</u> This budget allows continued investment into the Community Alarm Service, assisting elderly, infirm and vulnerable people to remain in their homes. It also compensates tenants for improvements they have undertaken under the Rights to Compensation legislation when they vacate their homes.	£50,000
2.13	<u>Disabled Facilities Grants (HRA Stock) (HP 5 Continued Support for Vulnerable Groups)</u> Demand continues for this service which is also a statutory duty. Recommend continuing the current investment level.	£200,000



- |     |  |          |
|-----|--|----------|
| 3.  | <b><u>Private Sector Renewal</u></b>   |          |
| 3.1 | <u>Grants to Registered Social Landlords (HP 1)</u><br>The current building programme (with reserve schemes) involves provision of accommodation over the three-year period, but we need to increase the number of units being provided to 197 per annum according to the ARK report 2005.   | £809,000 |
| 3.2 | <u>Private Sector Renewal Grants (HP 3)</u><br>Continued investment into the private sector for grant aid. Work has begun on providing loans under the Regulatory Reform of Grants through the Wessex Reinvestment Trust. The development of a Home Improvement Agency continues. Councillors will be kept informed of progress and further information will be provided verbally to Members at the meeting. | £335,000 |
| 3.3 | <u>Disabled Facilities Grants – Private Sector (HP 5)</u><br>This remains an important investment as evidenced by the 2002 Private Sector House Condition Survey. As with Council DFG's there is a statutory obligation to provide this service.   | £350,000 |

# TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 7 FEBRUARY 2007

## REPORT OF THE FINANCIAL SERVICES MANAGER

This Matter Is The Responsibility of Executive Cllr Williams (Leader of the Council)

### COUNCIL TAX SETTING 2007/08

#### **Executive Summary**

To make recommendations to Full Council on the level of Council Tax for 2007/08.

#### **1 Purpose**

- 1.1 To consider, and make recommendations to Full Council on the proposed level of Council Tax for 2007/08.

#### **2 Introduction**

- 2.1 Following approval of the budget for 2007/08, the Council must formally approve the Council Tax. The calculations and the proformas to set the Council Tax are prescribed and therefore not open to debate.

#### **3 Annual Determination**

- 3.1 The Council is required to make an annual determination, which sets its gross expenditure (including the Housing Revenue Account and balances brought forward), and gross income (also including the Housing revenue Account and balances brought forward), with the difference as its budget requirement. This determination is set out in para 9.2.2 of this report.

#### **4 Somerset County Council, Avon and Somerset Police Authority, Devon and Somerset Fire Authority Precepts**

- 4.1 From 2007/08 onwards the formation of the combined Devon and Somerset Fire Authority will add another precept to Council Tax bills.
- 4.2 At the time of writing this report, the figures for the County Council, the Police Authority and the Devon and Somerset Fire authority were not available. A verbal update will be provided at the meeting.
- 4.3 Members should note that if the County Council, Police and Fire Authorities tax levels are not advised by the date of the meeting, this element of the total Council Tax determination will be advised directly to the Full Council meeting on 20 February 2007. Even at this meeting, the Council will be required to approve the tax levels "subject to" the County element receiving formal approval by Somerset County Council, who meet on 21 February 2007. Should their element of tax change at either meeting; this Council will need to reconsider the Council Tax position at a special meeting during the first week of March 2007.

#### **5 Taunton Non-Parished Area**

- 5.1 The estimated expenses chargeable to the non-parished area of Taunton in 2007/08 amounts to £27,870 and this forms part of the total net expenditure of the Council.

5.2 This total “special expenses” represents a Council Tax Band D of £1.75 for the unparished area.

## **6 Parish Precepts**

6.1 Details of the precepts levied, and the appropriate Council Tax at Band D, by the Parish Councils within the Borough are set out in Appendix A. Members should note that we have yet to receive final confirmation from all parish councils of their precept requirements therefore some of the parish precept figures may be subject to change. Final figures will be included in the final figures considered by Full Council on 20 February.

## **7 Collection Fund Surpluses and Deficits**

7.1 The estimated balance on the Council Tax Collection Fund is forecast on 15<sup>th</sup> January each year. Any surplus or deficit is shared between the County Council, the Police Authority and ourselves, in shares relative to our precept levels.

7.2 The estimated balance on the Council Tax Collection Fund is a deficit of £45,136. Taunton Deane’s share of this amounts to £4,830. This is reflected in the revenue estimates.

## **8 Calculation of Band D Council Tax**

8.1 The determination calculation made in para 9.2.2 (c) below sets out this Council’s budget requirement at £13,630,000 including draft Parish Precepts and non-parished Special Expenses. This amount is then reduced by the amount notified in respect of the Borough’s Revenue Support Grant (RSG) amounting to £1,172,035 and the Non Domestic Rates Distribution (NDR) from the pool, amounting to £6,983,855. This is summarised as follows:-

	£	£
Total Budget Requirement		13,630,000
Less /		
NDR Distribution	6,983,855	
RSG	1,172,035	
Collection Fund Deficit	(4,830)	
		8,151,060
Amount To Be Raised By Council Tax		5,478,940

8.2 The net amount, having taking the collection fund position into account, of £5,478,940 is used to calculate the Council Tax at Band D, reflecting the Parish Precepts etc., by dividing it by the total of the Council Tax base as approved by the Executive in December 2006.

8.4 Members will note that the Council Tax for the borough (excluding Parish Precepts and Special Expenses for the non-parished area) is £128.05, an increase of £2.51 (2.0%) compared to the 2006/07 Council Tax. The total Council Tax, including the County Council, Police and Fire Authorities

precepts is still subject to confirmation and will be advised at a later date.

## 9 Recommendations

9.1 The format of the Council Tax setting resolution, which the Council must approve, has been previously agreed between the Local Government Association and the then Department of the Environment, Transport and Regions, and the following recommendations follow that format.

9.2 The Executive is recommended to submit the following for approval by the Council, and note that the final determination will include the Council Tax for Somerset County Council, Police and Fire Authorities, which is to be advised.

9.2.1 That it be noted that at its meeting on 6 December 2006 the Executive calculated the following amounts for the year 2007/08 in accordance with the regulations made under Section 33(5) of the Local Government Finance Act 1992 (as amended):-

(1) 39,786.35 being the amount calculated by the Council, in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as its Council Tax base for the year.

(2)

Ash Priors	74.00	Neroche	246.02
Ashbrittle	88.39	North Curry	717.91
Bathealton	80.85	Norton Fitzwarren	696.58
Bishops Hull	1,079.90	Nynehead	153.26
Bishops Lydeard / Cothelstone	1,919.98	Oake	329.74
Bradford on Tone	278.16	Otterford	166.26
Burrowbridge	203.46	Pitminster	454.24
Cheddon Fitzpaine	643.95	Ruishton / Thornfalcon	620.40
Chipstable	119.73	Sampford Arundel	131.54
Churchstanton	308.21	Staplegrove	711.86
Combe Florey	122.31	Stawley	120.43
Comeytrowe	2,088.55	Stoke St Gregory	384.75
Corfe	130.15	Stoke St Mary	210.55
Creech St Michael	943.89	Taunton	15,914.40
Durston	57.64	Trull	1,022.07
Fitzhead	123.31	Wellington	4,576.12

Halse	143.54	Wellington (Without)	297.40
Hatch Beauchamp	256.79	West Bagborough	157.33
Kingston St Mary	460.80	West Buckland	405.03
Langford Budville	215.56	West Hatch	141.36
Lydeard St Lawrence / Tolland	198.30	West Monkton	1,111.64
Milverton	593.29	Wiveliscombe	1,086.71

being the amounts calculated by the Council, in accordance with regulation 6 of the Regulations, as the amounts of its Council Tax Base for the year for dwellings in those parts of its area to which one or more special items relate.

9.2.2 That the following amounts be calculated by the Council for the year 2007/08 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

- (a) £69,913,650 being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) of the Act.  
*(Gross Expenditure including amount required for working balance).*
- (b) £55,398,650 being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of the Act.  
*(Gross Income including reserves to be used to meet Gross Expenditure).*
- (c) £13,630,000 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the Council in accordance with Section 32(4) of the Act, as its budget requirement for the year.
- d) £8,151,060 being the aggregate of the sums which the Council estimates will be payable for the year into its general fund in respect of redistributed non-domestic rates, revenue support grant, additional grant or SSA reduction grant (increased by the amount of the sums which the Council estimates will be transferred in the year from its Collection

Fund to its General Fund in accordance with Section 97(3) of the Local Government Finance Act 1988 (*Council Tax Surplus*) and increased by the amount of any sum which the Council estimates will be transferred from its Collection Fund to its General Fund pursuant to the Collection Fund (Community Charge) directions under Sec. 98(4) of the Local Government Finance Act 1988 made on 7<sup>th</sup> February 1994 (*Community Charge Surplus*).

(e) £137.71  $\frac{(c) - (d)}{9.2.1(1)} = \frac{13,630,000 - 8,151,060}{39,786.35}$

being the amount calculated at (c) above less the amount at (d) above, all divided by the amount at 9.2.1(a) above, calculated by the Council, in accordance with Section 33(1) of the Act, as the basic amount of its council tax for the year. (*Average Council Tax at Band D for Borough Including Parish Precepts and Special Expenses*).

(f) £384,270 being the aggregate amount of all special items referred to in Section 34(1) of the Act. (*Parish Precepts and Special Expenses*).

(g) £128.05  $(e) - \frac{(f)}{10.2.1(a)} = 137.71 - \frac{384,270}{39,786.35}$

being the amount at (e) above less the result given by dividing the amount at (f) above by the amount at 9.2.1(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items relate. (*Council Tax at Band D for Borough Excluding Parish Precepts and Special Expenses*).

(h)

Ash Priors	<b>131.43</b>	Neroche	141.87
Ashbrittle	142.76	North Curry	146.85
Bathealton	135.47	Norton Fitzwarren	151.82
Bishops Hull	142.87	Nynehead	148.60
Bishops Lydeard	146.42	Oake	

/ Cothelstone			140.18
Bradford on Tone	145.11	Otterford	<b>128.05</b>
Burrowbridge	151.15	Pitminster	<b>141.92</b>
Cheddon Fitzpaine	137.37	Ruishton / Thornfalcon	144.17
Chipstable	138.91	Sampford Arundel	161.80
Churchstanton	150.62	Staplegrove	140.83
Combe Florey	142.77	Stawley	139.68
Comeytrowe	137.63	Stoke St Gregory	143.64
Corfe	136.50	Stoke St Mary	140.94
Creech St Michael	143.63	Taunton	129.80
Durston	128.74	Trull	139.79
Fitzhead	148.73	Wellington	<b>144.31</b>
Halse	144.04	Wellington (Without)	143.18
Hatch Beauchamp	141.29	West Bagborough	143.94
Kingston St Mary	141.07	West Buckland	148.42
Langford Budville	148.93	West Hatch	142.55
Lydeard St Lawrence / Tolland	138.19	West Monkton	139.29
Milverton	139.01	Wiveliscombe	144.25

being the amounts given by adding to the amount at (g) above, the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 9.2.1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items

relate.  
*(Council Taxes at Band D for Borough,  
Parish and Special Expenses).*

- (i) See overleaf

**Contact Officer: Paul Carter**  
**Financial Services Manager**  
**Tel: 01823 356418**  
**Email: [p.carter@tauntondeane.gov.uk](mailto:p.carter@tauntondeane.gov.uk)**

**Background Papers**

Executive 7/02/07 - General Fund Revenue Budget 2007/08

Executive 6/12/06 – Council Tax Base 2007/08



PARISH PRECEPTS 2007/2008

APPENDIX A

Figures in *bold italics* represent indicative data only

Council Tax at Band D 2006/07	Parish	Precept 2007/08	Tax Base 2007/08	Council Tax at Band D 2007/08
£		£		£
0.00	Ash Priors	<b>250</b>	74.00	<b>3.38</b>
14.56	Ashbrittle	1,300	88.39	14.71
7.28	Bathealton	600	80.85	7.42
14.04	Bishops Hull	16,000	1,079.90	14.82
13.63	Bishops Lydeard/Cothelstone	35,275	1,919.98	18.37
14.49	Bradford on Tone	4,745	278.16	17.06
22.55	Burrowbridge	4,700	203.46	23.10
6.30	Cheddon Fitzpaine	6,000	643.95	9.32
9.35	Chipstable	1,300	119.73	10.86
23.61	Churchstanton	6,955	308.21	22.57
14.96	Combe Florey	1,800	122.31	14.72
11.09	Comeytrowe	20,000	2,088.55	9.58
8.34	Corfe	1,100	130.15	8.45
15.19	Creech St Michael	14,710	943.89	15.58
0.68	Durston	40	57.64	0.69
20.55	Fitzhead	2,550	123.31	20.68
12.22	Halse	2,295	143.54	15.99
12.34	Hatch Beauchamp	3,400	256.79	13.24
13.29	Kingston St Mary	6,000	460.80	13.02
8.44	Langford Budville	4,500	215.56	20.88
10.25	Lydeard St Lawrence/Tolland	2,010	198.30	10.14
11.10	Milverton	6,500	593.29	10.96
19.91	Neroche	3,400	246.02	13.82
18.37	North Curry	13,500	717.91	18.80
16.99	Norton Fitzwarren	16,556	696.58	23.77
19.80	Nynehead	3,150	153.26	20.55
10.45	Oake	4,000	329.74	12.13
0.00	Otterford	<b>0</b>	166.26	<b>0.00</b>
13.28	Pitminster	<b>6,300</b>	454.24	<b>13.87</b>
16.28	Ruishton/Thornfalcon	10,000	620.40	16.12
34.26	Sampford Arundel	4,440	131.54	33.75
11.68	Staplegrove	9,100	711.86	12.78
10.30	Stawley	1,400	120.43	11.63
15.73	Stoke St Gregory	6,000	384.75	15.59
13.71	Stoke St Mary	2,715	210.55	12.89
10.10	Trull	12,000	1,022.07	11.74
17.74	Wellington	<b>74,409</b>	4,576.12	<b>16.26</b>
14.71	Wellington (Without)	4,500	297.40	15.13
12.69	West Bagborough	2,500	157.33	15.89
19.73	West Buckland	8,250	405.03	20.37
14.29	West Hatch	2,050	141.36	14.50
10.95	West Monkton	12,500	1,111.64	11.24
15.74	Wiveliscombe	17,600	1,086.71	16.20
1.74	Taunton Special Expenses	27,870	15,914.40	1.75





# TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE – 7<sup>TH</sup> FEBRUARY, 2007

## REPORT OF THE CHIEF EXECUTIVE

### PROPOSALS TO REFRESH THE CORPORATE MANAGEMENT OF THE COUNCIL

This matter is the responsibility of The Leader of the Council and Chief Executive

#### 1. Executive Summary

- 1.1. This report considers the drivers for change requiring a refresh of the Council's Corporate Management. The report reflects on the current arrangements and makes proposals for the future. These include personnel changes including proposed early retirements/redundancies. A second phase further review of the entire organisation is also proposed.
- 1.2. The proposals are within existing budgets and can in large parts be effected within the Chief Executive's delegated powers. However, elements of the proposal require the support of Full Council. It is important the proposal in its entirety is supported by Members.

#### 2. Introduction

- 2.1. Local Government continues to evolve as do public expectations. This Council punches above its weight in terms of its ambitions for the locality of Taunton Deane and in terms of service delivery and organisational quality.
- 2.2. To continue to deliver against these ambitions we must evolve as an organisation.
- 2.3. This report will examine these issues and make proposals for change by considering:
  - The external drivers for change
  - The internal drivers for change
  - Reflecting on our current position
  - Proposing changes to the Corporate Management structure
  - Proposing a further review of the whole organisational structure

#### 3. External Drivers for Change

- 3.1. Over the last couple of years the council has sharpened its vision, ambitions and priorities. We have retained our 'excellent' status and are judged by the Audit Commission to still be continuously improving. We

remain focused on delivering our key strategic ambitions such as Project Taunton whilst maintaining high quality low cost services.

3.2. Whilst working on becoming fit for the present, I have also looked at what we need to do to ensure we are fit for the future.

3.3. This requires an analysis of what is happening around us now and what will happen in the future.

3.4. Some key themes have emerged:-

- We have a clear vision of where we want to be. The recent White Paper- Stronger and Prosperous Communities –brings new challenges around strengthening local leadership and community engagement. We need to be closer to our communities. We need to be highly visible and empower individuals and communities of place and interest.
- Aspirations and expectations will grow and grow- nationally, regionally (e.g. Taunton's role in the region) and locally (e.g. better for less). We need to ensure the delivery of efficiently integrated and co-ordinated high quality service - no matter who provides the service.
- We need to be ambitious for our community. We need to advocate for its needs and aspirations to be met. The next generation of LAA's will have a wider scope and importance. Funding will become more bid driven and area-based – with incentives to work colobaratly with partners. Taunton Deane's voice must be heard.
- To serve our myriad of customers and our community well we need to understand and plan to meet their needs and aspirations. This will require better customer intelligence, market research and consultation.
- Crucially, we must retain and improve capacity whilst not growing our costs. This can only be achieved through investment in the technology of today and tomorrow, developing new and smarter ways of working and developing our people.

3.5. This requires fundamental change and a council which is:-

- Smaller, but smarter
- Flexible, adapted and capable of change
- Ambitious and visionary
- Commissioning and enabling
- Working in partnership- to deliver our objectives
- Closer to the community- shaping our place and our neighbourhoods

- A formidable client- developing robust relationships based on trust and win:win principles
  - Retaining local democracy and local leadership
- 3.6. ISiS contributes significantly to this change. It gives us the investment and capacity to develop world-class customer access, modern support services, transformed front line services and highly improved staff development and training.
- 3.7. Other parts of the change need to be driven by the 'Core Council' - the Council that will emerge post ISiS.

#### **4. Internal Drivers for Change**

- 4.1. National government, our own ambitions and our community are driving the need to change.
- 4.2. Internally I have been looking at the organisation and the following themes have emerged:
- Continuous and multiple change is now the only predictable reality in organisational life and this will impact both on systems and people
  - We need to build the officer leadership capability and capacity
  - We need to manage the councils transition and change agenda
  - We need to retain and develop our key talent
  - We need to improve our leadership role in neighbourhoods
  - We need to succession plan
  - We need to develop further long term collaborative partnerships with private, public and voluntary sector organisations
  - We must celebrate what is good and ensure important capabilities are preserved
  - We must create the right environment for high performance – including the right working environment
  - We need to ensure partnerships are better scrutinised and are adding value
- 4.3. This requires change within the officer structure to ensure these issues are addressed. The issue identified are strategic and managerial- they are not function based requiring solutions built on specialisms.

## **5. Current Position**

- 5.1. Currently we have 3 Directors with wholly strategic roles and Heads of Service who have responsibility for the operational management and functional specialisms of the Council. Each Council “unit” is then headed up by a Senior Manager.
- 5.2. Roles have evolved over time as CMT have responded to our rapidly changing agenda. Significant investment has been made in management and leadership development of our Senior Managers. Increasingly, this cohort of Officers has taken on a greater individual and collective responsibility for the organisation’s performance and I would expect this trend to continue.

## **6. Proposal for Change**

- 6.1. It is important that any proposals to change CMT are a logical development of our existing arrangements – which work well – and that they can be implemented quickly.
- 6.2. They need to reflect the external and internal drivers as set out in this report.

## **7. Corporate Management Team**

- 7.1. I believe with the developing capacity and capability of our Senior Managers that we can remove a “tier” of management at Corporate Management level.
- 7.2. I would recommend removing the Heads of Service tier to give Senior Managers room to “grow” but increasing the number of Strategic Directors from three to four to ensure we retain sufficient strategic capacity.
- 7.3. These Directors would have the following roles:-
  - Responsibility for a geographic area, in the main based on the Community Planning areas
  - Responsibility for assigned strategic partnerships, relationships and communities of interest
  - Responsibility for assigned Corporate Projects
  - Responsibility for an assigned block of Services – these will rotate on a regular basis.
- 7.4. Specially, I would expect Directors to help the Authority:-
  - Create a sustained and shared Vision for the Borough and organisation.

- Manage its change and transition agenda
- Develop its leadership capability – both leadership of the “place” and the organisation
- Ensure its resources and capabilities are properly aligned with its ambition
- Support senior managers to deliver excellent, customer focussed services.
- Create an excellent work environment for staff

7.5. In addition, I believe the Council needs 2 focused roles to ensure it manages its transition and future well. These are as follows:-

#### 7.5.1. Project Taunton

Project Taunton is so integral to the future of the Council and the Borough that I believe there should be a focus on ‘clienting’ the project for this Council.

It is important that there is a role that focuses solely on:

- Protecting the Council’s interest in negotiations i.e. on key developments and land deals
- Procures external expertise and advice when we need it i.e. on the flooding schemes
- Enabling and facilitating the Project by ensuring the Council is supporting the broader partnership. This includes attending the myriad of Project and partnership meetings.
- Ensuring that the Council services and functions are aligned to and delivering for the Project i.e. Forward Planning, Development Control, Flooding and drainage and property.

We therefore need to retain a budget saving of around £55,000 from the proposal to ensure this role is resourced.

#### 7.5.2. Corporate Governance Director

Whilst the Strategic Director posts are increasingly outward focussed it is important to recognise the need to retain a focus on internal governance issues. The authority needs to develop its performance in this area and the White paper and the Council’s own change agenda will also bring new challenges.



I believe these issues would be best addressed by a dedicated post. The post of Corporate Governance Director would focus on:-

- Internal Corporate governance issues
- Monitoring Officer role
- Partnership governance and accountability issues
- Member standards and ethics issues
- Area governance and accountability issues
- Supporting and further developing the role of scrutiny
- Providing general support to the Chief Executive in dealing with reactive issues such as gypsy incursions.
- Elections and induction of new Members
- The constitution, standing orders and financial regulations

## **8. Summary**

- 8.1. The existing and proposed structure is reproduced at Appendix 1 and 2 respectively. Appendix 3 details the area dimension and Appendix 4 details the service dimension.
- 8.2. If the proposal is approved then the detail on which Director will be responsible for which area, service block and projects will be communicated to Members and partners.

## **9. Further Review**

- 9.1. A “second phase” of this proposal will be for the Directors to review the rest of the organisation.
- 9.2. Some specific areas for review have already been identified and some initial work instigated. These include:-
  - A review of the Environment and Leisure Headship with a view to delivering a broader and more thematic approach to the ‘street scene’.
  - A review of Area working, leadership models, and scrutiny as required by the White Paper.
  - A review of the Council’s identity. The Council will look and feel different to Members, staff and the public. We need to develop a brand narrative

and an identity that is distinctive and related to, but not confused with ISiS and Project Taunton.

- A review of the Council's property requirements
- A review of the current service groupings to see if they could be better aligned into more thematic groups. The aim would be to improve corporate performance and efficiency.
- A review of the Council's requirements in terms of the ISiS client and need to manage the transition requirements related to the retained Core Council services

## 10. **Financial Implications**

10.1. It is proposed to make the following changes:-

<u>Existing</u>	<u>Proposed</u>
Chief Executive 3 Directors 5 Heads of Service	Chief Executive 4 Directors Corporate Governance Director
-----	-----
9 Posts	6 Posts

- 10.2. The new posts will have to be job evaluated. It has been agreed as part of the Job Evaluation project that these posts be market tested. All of the financial implications are based on the current value of Heads of Service and Strategic Director posts.
- 10.3. My expectation is that the proposal will be deliverable within existing budgets subject to Job Evaluation which would have impacted the authority in any case.
- 10.4. The financial implications are effected by the method of implementation. The following method is in my opinion both effective, retaining key personnel, and avoids unnecessary compulsory redundancies.
- 10.5. Malcolm Western wishes to accept redundancy and early retirement. The post of Head of Housing will be deleted from October 2007. An eventual annual saving to the General Fund of circa £32,000 would be retained to fund this proposal. An eventual annual saving of circa £34,000 would be returned to the Housing Revenue Account to assist the savings requirement needed to secure the Decent Homes programme.
- 10.6. Peter Weaver wishes to accept redundancy and early retirement. This would deliver an annual saving of circa £67,000. It is recommended that £20,000 per annum of this is retained to fund specialist advice linked to the overall proposal.

- 10.7. Tom Noall wishes to accept early retirement. This would deliver an annual saving of circa £66,000. However, funding of £55,000 would need to be retained to support Project Taunton delivery by TDBC.
- 10.8. Jeremy Thornberry's substantive post of Strategic Director and his skills and experience are in reality substantially similar and equivalent to the post of Corporate Governance Director. He would migrate to this post. This proposal has no cost implications.
- 10.9. Kevin Toller and Brendan Cleere would slot into the two available posts of Strategic Director. Both of their substantive Heads posts and the Officers skills and experience are closely aligned to corporate and strategic working. They would both be very capable of taking on extra strategic responsibility. This proposal would have a cost implication of circa £36,000 per annum.
- 10.10. Shirlene Adam and Joy Wislade would remain in their current Strategic Director posts. This proposal has no cost implications.

This would complete the Corporate Management Team.

The overall financial impact of this report is set out below.

## **11. Financial Implications**

- 11.1. The above proposal can be met within existing budget levels, and, after paying back the initial up-front costs, will return ongoing budget savings of approximately £61,000 per annum to the Council's General Fund. In addition, there will be ongoing savings to the Council's Housing Revenue Account which will be detailed in a future report.
- 11.2. The total cost of this proposal, as shown in Appendix 5, is £302,000. The majority of this cost falls in 2006/07, with the remainder falling in 2007/08. Savings will start to accrue immediately, and will be earmarked for paying back the up-front costs to the General Fund Reserve. This will be fully achieved by 2011/12, meaning this proposal has a payback period of 4.9 years (which is within the acceptable payback period).

The detail is set out in Appendix 5.

All of these proposals have been arrived at by consensus and through appropriate consultation.

## **12. Conclusion**

- 12.1. This proposal will ensure that CMT remains fit for future as the Council goes through a period of unprecedented change and the local government landscape shifts to reflect the issues arising from the White Paper.

12.2. The proposal recommends some early retirements and voluntary redundancies.

12.3. The proposal in it's entirety delivers a pay back period of 5 years. This is within acceptable limits.

**13. Recommendations**

13.1. The Executive are recommended to:

13.1.1. Support the proposals to refresh Corporate Management Team

13.1.2. Recommend the report and the proposals to Full Council in respect of the early retirements and voluntary redundancies contained within the proposal for the post of:

- (a) Head of Housing
- (b) Head of Environment and Leisure
- (b) Head of Development

13.2. Full Council will be requested to approve a supplementary estimate of £263,000 from General Fund Reserves. This will be fully paid back to the General Fund Reserve by 2011/12 and thereafter the Council's General Fund budget will benefit by approximately £61,000 per annum.

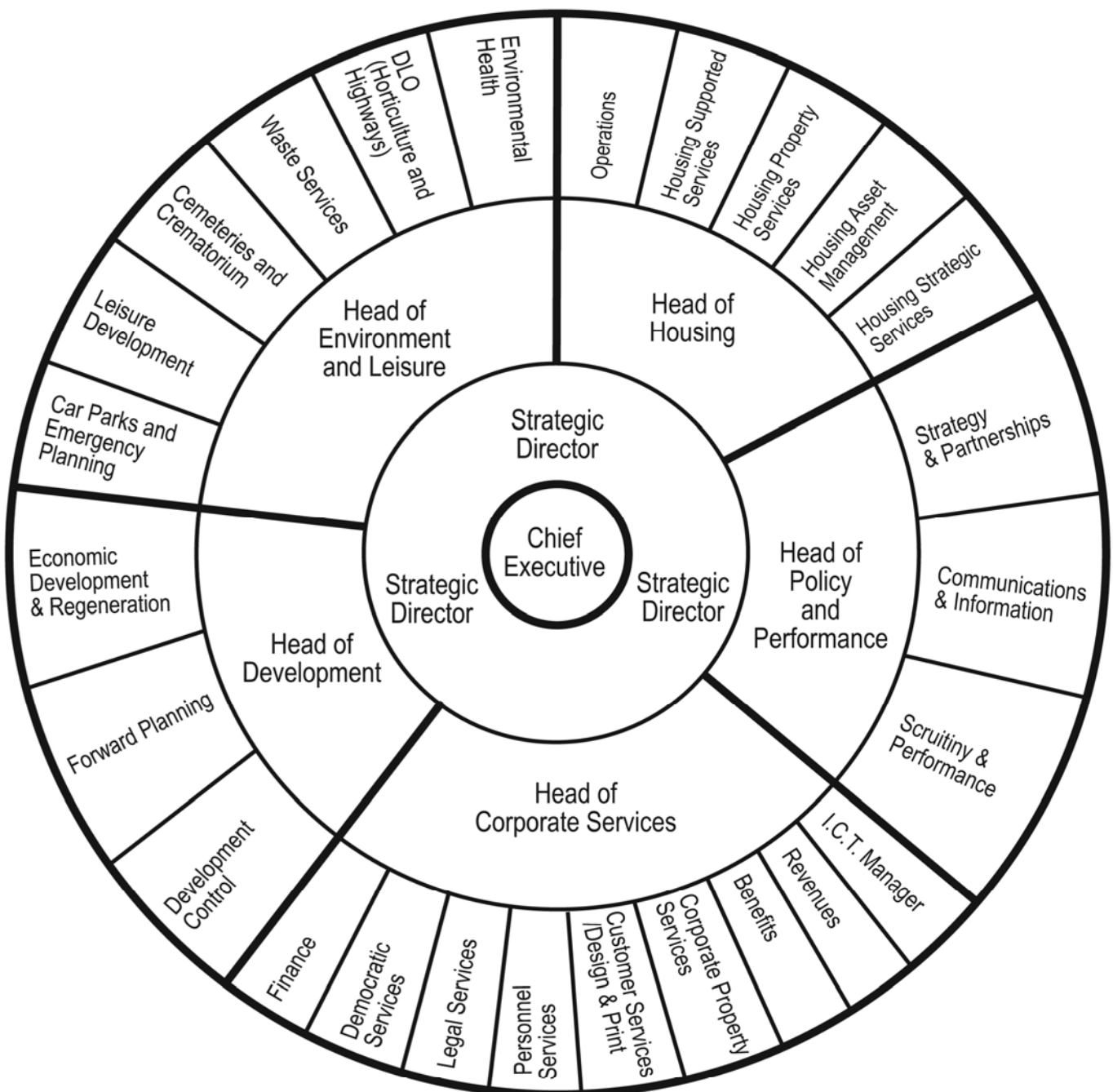
**Contact Officers:**

**Penny James, Chief Executive**  
[p.james@tauntondeane.gov.uk](mailto:p.james@tauntondeane.gov.uk) 01823 356401

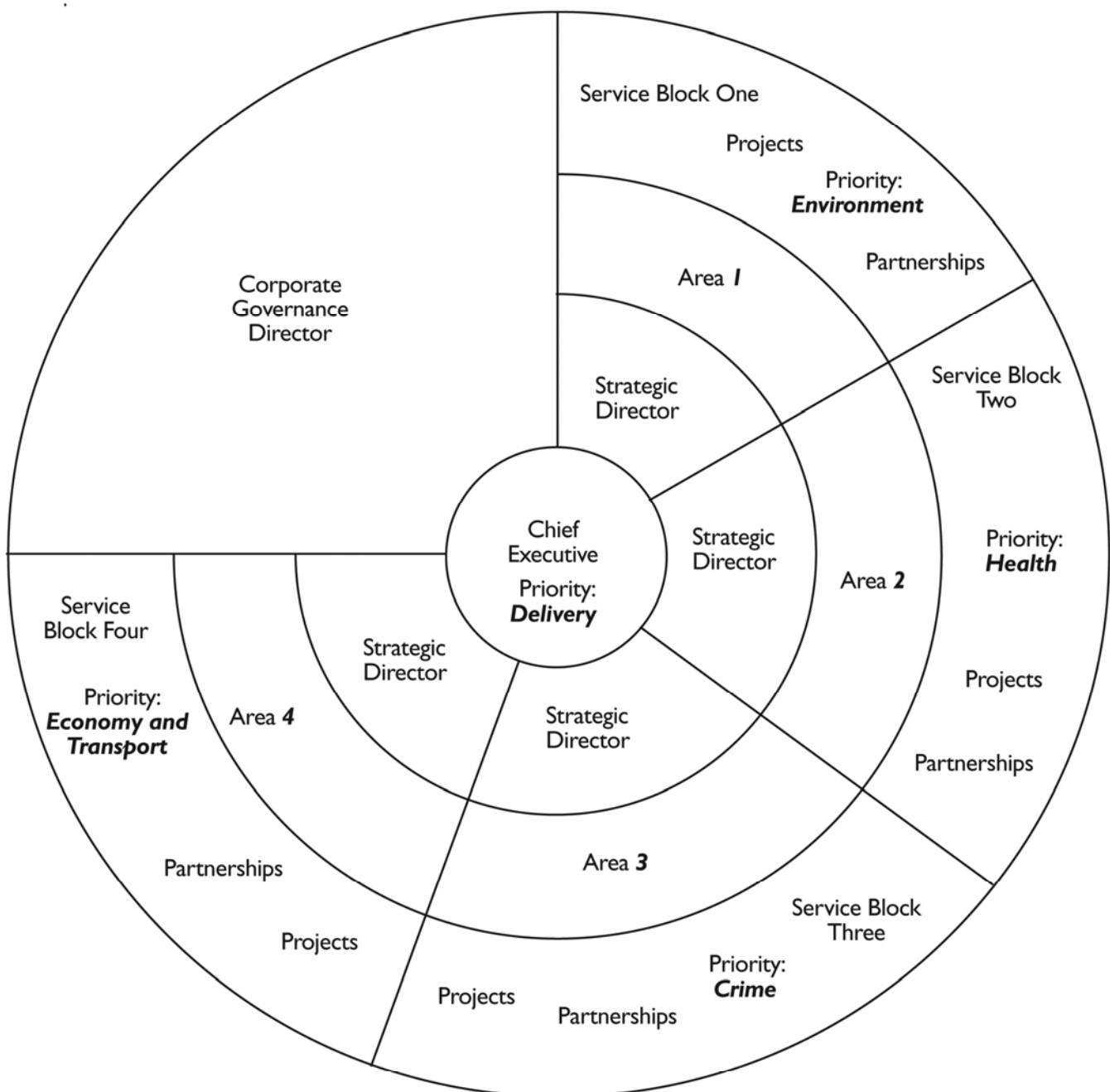
**Emily Collacott, Principal Accountant**  
[e.collacott@tauntondeane.gov.uk](mailto:e.collacott@tauntondeane.gov.uk) 01823 356421

**Shirlene, Strategic Director**  
[s.adam@tauntondeane.gov.uk](mailto:s.adam@tauntondeane.gov.uk) 01823 356310

## Taunton Deane Borough Council Existing Operational Structure



# Taunton Deane Borough Council Proposed Operational Structure



## Appendix 3

### **Proposed Area Structure for Directors**

Each Director will be assigned an area to be responsible for.

Initially these will be based broadly on the existing Community planning areas supplemented by arrangements for the unparished area of Taunton.

Area working is being debated through scrutiny as a consequence of the recent White Paper. The conclusion of this debate may lead to further review of the initially allocated areas for each Director.

#### **Area One    Taunton and Area**

This combines the community planning areas of Taunton East and North together with Trull, Norton Fitzwarren and Staplegrove.

#### **Area Two    Wellington and Area**

This is an existing community planning area.

#### **Area Three    Wiveliscombe and the Quantocks**

This combines two existing community planning areas

#### **Area Four    Blackdowns and Levels**

This combines two existing community planning areas

## Appendix 4

### Proposed Service Blocks for Directors

Service Blocks will report directly to Directors. The Service Blocks will rotate on an annual basis.

Initially these will be broadly based around the current Headships until such time as the second phase review is complete.

#### Service Block One

##### **Environment & Leisure**

- \* Environmental Health
- Car Parks
- \* Emergency Planning
- \* DLO (Horticulture and Highways)
- \* Waste Services
- \* Cemeteries and Crematorium
- \* Leisure and Sport

#### Service Block Two

##### **Housing**

- \* Housing - Operations
- \* Housing – Property
- \* Housing – Private Sector
- \* DLO (Building)

#### Service Block Three

##### **Policy & Performance Retained Corporate Services**

- \* Legal
- \* Member Services
- \* Scrutiny and Performance
- \* Communications and Information
- \* Strategy & Partnerships

#### Service Block Four

##### **Development**

- \* Economic Development and Regeneration
- \* Forward Planning
- \* Development Control

If ISiS does not proceed, then the in scope corporate services will form part of Block Three. Similarly, they will be part of this service block for transition purposes.



