



## EXECUTIVE

YOU ARE REQUESTED TO ATTEND A MEETING OF THE EXECUTIVE TO BE HELD IN THE JOHN MEIKLE ROOM, THE DEANE HOUSE, BELVEDERE ROAD, TAUNTON , TA1 1HE ON WEDNESDAY 4TH FEBRUARY 2009 AT 18:15.

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### AGENDA

1. Apologies.
2. Minutes of the meeting of the Executive held on 14 January 2009 (attached).
3. Public Question Time.
4. Declaration of Interests. To receive declarations of personal or prejudicial interests, in accordance with the Code of Conduct.
5. Fees and Staffing Proposals for Building Control in 2009/2010. Report of the Building Control Manager (attached). Brian Yates
6. Draft Corporate Strategy 2009-2012. Report of the Corporate Performance Officer (attached). Please note that the Appendix to this report will follow shortly. Mark Leeman
7. General Fund Revenue Estimates 2009/2010. Report of the Financial Services Manager (attached). Paul Carter
8. Housing Revenue Account, Revenue Estimates and Rent Levels, Deane Helpline and Deane Building DLO Account for the 2009/2010 Financial Year. Joint report of the Chief Housing Officer and the Financial Services Manager (attached). John Williams and Lydia Baker
9. Capital Programme 2009/2010 onwards. Report of the Financial Services Manager (attached). Paul Carter
10. Review of Earmarked Reserves. Report of the Financial Services Manager (attached). Paul Carter

11. Council Tax Setting 2009/2010. Report of the Financial Services Manager (attached). Paul Carter
12. Core Council Review Proposals. Joint Report of the Chief Executive, Core Council Review Project Director and Section 151 Officer (attached). Please also see the confidential Appendix to this report at Agenda Item No.13. Penny James/Brendan Cleere/Shirlene Adam

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

13. Appendix G to the Core Council Review Proposals Report at Agenda Item No. 12 (attached). Clause 1 - Council Employees. Penny James/Brendan Cleere/Shirlene Adam

Tonya Meers  
Legal and Democratic Services Manager  
27 January 2009

Executive Members:-

Councillor Henley (Chairman)

Councillor Brooks

Councillor Coles

Councillor Horsley

Councillor R Lees

Councillor Mullins

Councillor Prior-Sankey

Councillor Mrs Smith

Councillor A Wedderkopp





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



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



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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 – 14 January 2009**

**Present:** Councillor Henley (Chairman)  
Councillors Brooks, Coles, Horsley, R. Lees, Mullins, Prior-Sankey,  
Mrs Smith and A Wedderkopp

**Officers:** Shirlene Adam (Strategic Director), Joy Wishlade (Strategic Director)  
Tonya Meers (Legal and Democratic Services Manager), Mark  
Leeman (Corporate Performance Officer), Jane Chipp (Change  
Manager – Pioneer Somerset), Jill Sillifant (Acting Head of Client)  
and Richard Bryant (Democratic Services Manager)

**Also present:** Councillors Critchard, Morrell, Mrs Stock-Williams, Stuart-Thorne,  
Mrs Wilson and Williams.  
Mr S Read, Somerset Waste Partnership

(The meeting commenced at 6.15 pm.)

### **1. Minutes**

The minutes of the meeting of the Executive held on 4 December 2008, copies of which had been circulated, were taken as read and were signed.

### **2. Declarations of Interest**

The Chairman declared a personal interest as a Member of Somerset County Council. Councillors Brooks and Prior-Sankey declared personal interests as Members of Somerset County Council and as Members of the Somerset Waste Board. Councillor Coles declared a personal interest as a Director of Southwest One. Councillor Mullins declared a personal interest as a Member of the Somerset Waste Board. Councillor Mrs Smith declared a personal interest as an employee of Somerset County Council and a Member of the Planning Committee.

### **3. Somerset Waste Partnership – Plastic and Card Recycling**

Considered report previously circulated, concerning the introduction of a kerb side collection service of plastic bottles and cardboard.

During 2008, the Somerset Waste Board (SWB) had instituted trial rounds with differing collection frequencies of plastic bottles and card (Sort It +).

The Overview and Scrutiny Board had discussed the interim results of the trial in September 2008 and agreed that Service Package 2 (SP2) appeared to be the best value in terms of performance versus cost although it was recognised that SP5 would produce a higher level of performance if it could be made to be affordable.

The final outcome of the trials had shown that SP5 would be significantly more expensive to implement. It was therefore recommended that SP2 should be introduced. This service package meant that food waste and current recyclables (paper, cans and glass) would be collected weekly while residual waste and card and plastic bottle recyclables would be collected fortnightly.

The current estimate of the annual revenue costs of SP2 was £292,000. However, this figure was based on 2008/2009 and prior to the annual price review with May Gurney which was currently being negotiated.

Reported that for budgetary purposes it was proposed to add a 5% contingency to this price until the final costs were known. The revenue amount requested for budgetary purposes was therefore £307,000.

Taunton Deane had already set aside its share of the savings arising from the procurement of a Somerset wide collection contract (£231,000) towards this cost. A further £150,000 had been included in the Council's Medium Term Financial Plan to cover the costs of providing this service. This meant that the Council's budget could be reduced by £74,000.

Further reported that there would also be capital costs for the purchase of extra recycling bins. The cost for Taunton Deane was £176,000. However, Somerset County Council was in receipt of Waste Infrastructure Grant and had agreed to assist District Councils in these purchases by offering 75% of the cost. The cost to Taunton Deane was therefore £44,000. This funding was available from residual waste reserves.

Noted that implementation of SP2 across the whole of the district would take up to 12 months and would commence in the 2009/2010 financial year.

**Resolved that:-**

- (1) The roll out of the Sort It + SP2 service commencing in 2009/2010 be agreed;
- (2) Full implementation of SP2 within 2009/2010 or a phased implementation over 2009/2010 and 2010/2011 be considered during the current Budget setting process;
- (3) The Council's draft budget for 2009/2010 be amended to reflect the current estimated cost; and
- (4) Full Council be recommended to approve an increase to the capital programme of £44,000 for the estimated shortfall in capital funding which is to be funded from uncommitted waste services reserves.

4. **Reducing Business Mileage by Private Vehicular Travel – Proposed 'Grey Fleet' Policy**

Considered report previously circulated, concerning a proposal to introduce a Grey Fleet Policy for Taunton Deane.

'Grey fleet' referred to business miles driven by employees in their own vehicles, and claimed back at a fixed rate mileage. In the 2007/2008 financial year almost 300 staff travelled 325,600 miles at a cost to the authority of £146,095.

There were a number of reasons why the Council needed to challenge the amount of grey fleet mileage:-

- Economic – We needed to be economically efficient;
- Staff Time – We needed to ensure that staff spent the minimum of time travelling necessary to deliver their services effectively;
- Climate Change – The Council was committed to reducing its carbon footprint;
- Health and Safety – We needed to reduce risk posed to staff when out on the road;
- Risk – Reduced 'corporate risk' to Taunton Deane and assisting in duty of care responsibility; and
- Travel Plan – The Taunton Deane Travel Plan promoted and supported sustainable travel.

Reported that grey fleet budgets had already been cut by 10% from 1 October 2008, and there was now a need for a policy to be introduced to guide a consistent approach across the Council to the reduction of grey fleet mileage.

Submitted for the information of Members a copy of the proposed policy. The basics of the policy were that all managers and staff should adopt a consistent and logical approach to decisions regarding business travel. The following hierarchy of decisions were proposed:-

(1) Was there a need to travel?

Could the need for the journey be removed by the use of a telephone conversation, teleconferencing or e-mail / letter?

(2) If travel was necessary, then the following should be considered in this suggested order of priority:-

- Walking / cycling;
- Bus or rail;
- Essential car users / lease car;
- Pool Car (feasibility currently being explored);
- Hire Car;
- Grey fleet.

(3) If grey fleet travel was authorised, did the driver have a full set of valid



documentation?

- Valid driving licence;
- Full business insurance (including passengers);
- Up to date MOT and vehicle in a 'roadworthy' condition; and
- Tax.

Managers would be required to check relevant documentation on an annual basis to reduce corporate risk. They would also be encouraged to embed the approach to grey fleet travel within their service planning. This would maximise benefits and reduce any potential for confusion among staff. The policy had been designed to be flexible to ensure business efficiency.

A communications plan would shortly be developed so that all staff were made aware of the requirements of this policy.

Reported that there was one area of this policy that would be subject to a feasibility assessment and further report to Members. At present it was unclear as to whether it would be viable to provide pool cars. Potentially there would be significant benefits.

Travel surveys pointed to the fact that staff would like to have pool cars, so that they were not reliant on having to drive to work. Somerset County Council had a pool car scheme and it was therefore intended to obtain a better understanding of the benefits / costs involved and how such a scheme worked in practice from the County Council.

**Resolved** that the draft Grey Fleet Policy be adopted.

## 5. **Pioneer Somerset - Update**

Submitted report previously circulated, concerning the Pioneer Somerset Programme.

Pioneer Somerset was a programme of work being undertaken by partner authorities to deliver the following outcomes:

- Efficiency – to achieve annual revenue savings arising from enhanced two-tier working of £20m, by 2012/2013;
- Customer Satisfaction – for every principal local authority in Somerset to achieve levels of overall resident satisfaction in the National top quartile, by 2013; and
- Reputation and Partnership Working – to achieve a marked improvement in the perception, reputation and recognition of Somerset and each of its Local Authorities, including positive direction of travel and use of resources ratings in the new Comprehensive Area Assessment of level 3 or above, by 2013.

The principal Local Authority partners were Somerset County Council and the five District Councils.

The original Project Initiation Document (PID) estimated an end to Phase 1 during November 2008. The aim of Phase 1 which was agreed by each authority was:-

- To deliver a comprehensive action plan for consideration by the Pioneer Somerset Board and each individual Council;
- The action plan would clearly establish the measures that would be needed to be undertaken to deliver the agreed vision, supporting principles and outcomes set out in Section 2 of the PID; and
- A series of further PIDs would be appended to the action plan, with further bids for LIFT South West funding as appropriate.

There were nine current workstreams and the report explored the interconnectivity between each and proposed how they could perhaps be re-phased to ensure effective delivery.

The Pioneer Somerset Programme had stimulated a huge amount of joint debate and activity. This had enabled the six Councils to build on the established track record of joint working.

The Leaders Group had recognised that the Pioneer Somerset Programme now needed to ensure that the benefits were recognised, tracked and spread across the six Councils. A more structured approach was required to deliver this and details of revised governance and management arrangements were detailed. It was also felt that the ultimate ambition contained in the original PID should be added to.

Current spend against the original spend profile was currently below that predicted due to the Programme Manager vacancy and the unused sum of money that had been set aside for the 'independent expert facilitation for Members and senior officers events'.

A list of achievements to date were submitted and these included the following:-

- The 'sign off' of the Programme by all partner Councils. Despite the disruption of the previous twelve months all Council's had responded positively to the aspirations of Pioneer Somerset and agreed the PID, not only in terms of its aspirations but also in committing significant resources from within each organisation. This was borne out by the organisational structure that had been put in place at a senior management level to support the programme;

- Regular Chief Executive, Leader, Deputy Leader and Director Meetings. Since the approval of the PID both senior managers and Councillors had met regularly to move forward and develop the detail of the PID;
- The innovative Somerset Summit saw the coming together of all Councillors, County and District, across the County for a joint conference on Pioneer Somerset. From this, greater joint working between portfolios of the partner authorities had been developed with a range of meetings and work streams developing from this;
- Development of a draft joint Communication Strategy for the Pioneer programme including the on-going development of a micro-site dedicated to internal communication of relevant information in relation to the programme. This site would give access to consistent information to all employees and Councillors in the partner authorities;
- Sector led support provided by Somerset County Council and Sedgemoor District Council to West Somerset District Council in respect of Section 151 responsibilities and accountabilities;
- An innovative partnership between Somerset County Council and Mendip District Council for the provision of support around key corporate support services, including performance management, risk management, value for money and strategic asset management;
- A partnership between Mendip District Council and West Somerset District Council for the provision of legal services;
- Enhanced joined up local community engagement with a number of Districts working together with the County on local area boards, clusters and Parish groupings;
- South Somerset District Council and Somerset County Council had agreed to establish Joint Area Committees at a sub-district level undertaking a range of Council and executive decision-making responsibilities of both authorities;
- A pilot series of local joint 'Council Question Time' events involving leading Members of each Council;
- Somerset Local Authorities were working to develop detailed proposals for a potential Somerset Civil Parking Enforcement Partnership (CPE). This would involve the creation of a new body to create a common notice processing and enforcement service;
- Exploration of East and West Building Control Partnerships : As far as the East of Somerset was concerned the principle of the partnership had been agreed by both South Somerset and Mendip District Councils'

Management Boards and Portfolio Holders. Similar exploratory work was taking place with the District Councils in the West of Somerset;

- Creation of more cost effective swimming provision - Building Schools for the Future – Sedgemoor District Council and the County Council were working closely together to achieve the benefits of the Building Schools for the Future projects. As part of this, both parties were exploring the most cost effective way in which to provide joint wet and dry leisure provision including the construction of a new pool for the District;
- Shared accommodation solutions: Somerset County Council and Sedgemoor District Council were currently exploring options to share office accommodation by releasing surplus assets and working more closely together;
- Joint working on clean surrounds: Taunton Deane Borough Council and Sedgemoor District Council had been working together on a pilot project to deliver a joint street cleaning and horticultural service between the two Councils;
- A joint approach across the six Councils to commission the Place Survey and its analysis; and
- The establishment of Choice Based Lettings in the District Councils' Housing Services. This involved not only establishing a shared IT system but also consistent lettings policies across the County.

These achievements provided an indication of the progress made, but these should be seen in the context of a number of delivery partnerships that were already in place before Pioneer Somerset such as Southwest One, the Somerset Waste Partnership and the South West Audit Partnership

Effective programme management was essential and following the early departure of the Programme Manager, alternative methods of programme management had been identified. SOLACE Enterprises had been commissioned to fulfil the role on a two day a week basis until March 2009. After this date, it was intended to appoint a Chief Executive or Director from one of the six Councils on secondment to the role.

Effective governance was essential and this was detailed in the proposed Governance Protocol. The protocol provided a framework within which decisions could be taken and progress made.

Each PID provided an indication of the resources required to deliver the outputs and these were summarised. These requirements supported the need to prioritise some elements of the workstreams in order to ensure progress was made effectively, with the greatest impact, but without compromising service delivery.

There were currently nine workstreams in total. The Directors Group had undertaken a review and the workstreams that scored highest were:-

- Shared Services;
- Customer Access; and
- Managerial Leadership.

It was felt that the delivery of services should be set within the context of an enhanced community leadership role and therefore the programme could be reshaped across the following three key themes or strands:-

- (1) Community Leadership;
- (2) Shared Services;
- (3) Customer Access.

Noted that other workstreams would be re-phased to ensure that the cross cutting issues were fully integrated within the revised programme.

The Pioneer Somerset Programme had committed to delivering efficiency savings in the region of £20m arising from joint working across the partners by 2012/2013.

The recently agreed Local Area Agreement (LAA) required all authorities to deliver 3% savings (NI 179) and an additional 0.5% stretch target (NI 179a). The Pioneer Somerset Programme savings fell within the overall LAA savings requirement, although partner authorities could have additional savings from joint working that would not qualify under the rules of the LAA.

In order to achieve these savings, targets needed to be identified for each component work stream. It was recommended that emerging PIDs should include target savings from the outset. In addition, PIDs should identify its individual contribution to the other Pioneer Somerset objectives in the areas of reputation and customer satisfaction.

The resource requirements required were estimated by each of the partners and details were submitted.

The Risk Register was submitted and it was explained that some of the risks associated with the programme had increased.

**Resolved** that the following recommendations be agreed:-

Recommendation 1 – Vision : to strengthen the vision of Pioneer Somerset through the inclusion of reference to the ultimate ambition of the programme to ‘deliver better services for all residents of Somerset’.

Recommendation 2 – Workstreams :

- to note the progress of the workstreams, as identified;

- to note the further work necessary to progress the next steps;
- to agree that the next phase of the programme should focus on the delivery of the agreed outcomes and be taken forward in accordance with Recommendation 6 for the re-phasing of the workstreams.

Recommendation 3 – Achievements : to note the update and instruct the Pioneer Somerset Directors Group to ensure that all of the achievements to date of Pioneer Somerset against the objectives were captured and publicised.

Recommendation 4 – Programme Management : to note the way forward agreed in respect of future programme management arrangements.

Recommendation 5 – Programme Governance : to approve the Governance Protocol.

Recommendation 6 – Programme Phasing :

- to re-phase the workstreams to concentrate on Community Leadership, Shared Services and Customer Access in order to allow resources to be concentrated on those areas most pivotal in delivering the agreed outcomes of the programme; and
- to agree that the Pioneer Somerset Directors Group developed an Action Plan and timetable on this basis for recommendation to the Pioneer Somerset Board.

Recommendation 7 – Enhanced Strategic Partnership workstream : to accept the need for work on enhancing strategic partnership working in Somerset to be 'owned' by a wider range of partners building in appropriate 'touch points' with Pioneer Somerset as necessary.

Recommendation 8 – Efficiency Target : to acknowledge each Council's individual requirement to deliver efficiency savings to meet NI 179 and agree the need for a joint approach under Pioneer Somerset to deliver the NI 179a stretch element through improved two-tier working. In addition, to authorise the Pioneer Somerset Directors Group to develop, regularly review and report to the Pioneer Somerset Board using a collective tracking tool to monitor the delivery of the efficiency savings.

Recommendation 9 – Development of Workstream PIDs : to agree that future PIDs coming forward under the umbrella of the programme should clearly identify their individual contributions to the overall Pioneer Somerset objectives of savings, reputation and customer satisfaction.

Recommendation 10 – Risk Management : to authorise the interim Programme Manager in conjunction with the Pioneer Somerset Directors Group to develop appropriate risk management approaches to ensure delivery of the programme objectives.

## 6. **Funding of Unauthorised Planning Issue – North Curry**

Considered report concerning the provision of additional funding to complete the action against the unauthorised occupation of land in North Curry.

In October 2004 a field at Oxen Lane, North Curry was occupied by 16 gypsy families who established an unauthorised residential site. A planning application was simultaneously submitted for the unauthorised use.

As the families involved owned the land concerned, the relatively quick procedure of taking possession proceedings was not available to the Council which had instead to embark on a lengthy enforcement action. The Council had also had to respond to a number of planning applications which had been submitted.

To date this had involved the Council in two public inquiries, both of which had been won, and lengthy injunction proceedings. A further public inquiry had only just been held.

Reported that four of the families who originally occupied the land, continued to pursue permission to remain on the site, by way of appeal against refusal of planning permission or by challenge to the outcome of the public inquiry.

The Council had earmarked £100,000 in the 2005/2006 budget to fund the costs of dealing with this unauthorised planning activity but this sum had now been fully committed.

The vast majority of the funds (approx £80,000) has been spent on Counsel's fees, with the remainder being spent on specialist planning witnesses, advisors on injunction proceedings and miscellaneous costs such as court fees and the hire of North Curry Village Hall.

In order to complete the action against the unauthorised incursion, the Council would incur further costs in the following areas:-

- The public inquiry which had just taken place;
- There were also the final injunction proceedings to be disposed of; and
- The Council might incur expenditure in clearing the site, if such costs could not be recovered.

**Resolved** that:-

- (1) the funding required to complete the action against the unauthorised incursion on land at Oxen Lane, North Curry be approved; and
- (2) Full Council be recommended to support a supplementary estimate from General Fund reserves of £50,000.

(The meeting ended at 7.20 p.m.)





# Taunton Deane Borough Council

## Executive - 4 February 2009

### Report of the Building Control Manager

#### Fees and Staffing Proposals for Building Control in 2009/2010

(This report is the responsibility of Executive Councillor Coles)

#### 1 Executive Summary

The purpose of this report is two-fold:

- (1) to propose a Scheme of Charges for Building Control from 1 April 2009, and
- (2) in conjunction with fee proposals, to propose further measures to contain costs and build on Partnership working to combat an anticipated slow-down in demand for building control services in 2009/2010.

#### 2 Background

- 2.1 Building Control Services are provided in partnership between Sedgemoor District Council (SDC) and Taunton Deane Borough Council under a joint management arrangement and the same Building Control Charges Scheme is operated by both. The proposals for the Scheme of Charges from 1 April 2009, and the staffing arrangements outlined in this report so far as they affect SDC, will therefore also be taken to SDC Executive Committee for approval.
- 2.2 The Building Control service is required by Regulation to be operated on self-financing principles, and operates in competition with the private sector. It is probable that trading conditions in the construction sector will be very difficult during 2009/10, and a significant recession is possible. Fee increases are needed to counter normal cost inflation and to combat the negative impact of a recession on the ability of the Service to meet its self-financing targets. However, fee increases must not be so great that the service becomes uncompetitive, or customers become alienated. This report is therefore in two parts – the first considering the Scheme of Charges for 2009/10, and the second considering how direct costs, and in particular staffing costs, can best be managed to place the service in the strongest possible position to remain an efficient and effective service provider in a reducing economy.
- 2.3 While the main thrust of this report concerns the fee-earning service, it is worth remembering that 20% of service costs are attributable to statutory

functions that fall on the General Fund. Reductions in direct costs will be beneficial to this account as well.

### **3 Part 1 - Scheme of Charges 2009/2010**

- 3.1 Income streams have been analysed and typical results are shown in Appendix 1. The single largest work area is domestic extensions, producing a proportionate percentage of income. The next largest work area is domestic alterations, producing a comparatively smaller part of total income. Conversely, commercial and industrial works comprise a fairly small part of the workload but produce a disproportionately large percentage of income. New housing makes a modest contribution to workload and income, but as this is likely to be the sector that is most affected by the economic downturn, fee increases here will be largely unproductive.
- 3.2 Alterations to the Scheme of Charges are therefore targeted at maximising income from the areas of principal workload, and making the control of low value works more economic. Increases are less for high value work so that the service remains competitive in these areas.

### **4 Features of the Proposed Scheme**

- 4.1 The detailed scheme, together with current scheme comparisons and percentage movements, is shown at Appendix 2. The significant changes are as follows:

#### **Schedule 1 (New dwellings):**

The previous sharp reduction in fees from a single dwelling to two or more has been smoothed out into a more progressive sequence of fee increases, averaging 5% above current levels up to 10 units, and diminishing to around 2% for 30 dwellings or more.

#### **Schedule 2 (Domestic garages and extensions):**

Fees for small garages, previously uneconomic, are raised, but remain virtually unchanged for larger garages.

Fees for small extensions are raised for the same reason as for small garages. Fees for medium extensions, the largest single category, are raised by what is expected to be the average amount, approximately 6%.

Fees for large extensions are raised to preserve the proportional link with fees for single dwellings.

#### **Schedule 3 (Domestic alterations, commercial and industrial):**

The very bottom categories, replacement glazing and works under £5,000, remain virtually unchanged as fees would otherwise become disproportionate in relation to the cost of work.

Above £5,000, fees are "banded" in £5,000 cost-of-work increments instead of £1,000 increments as previously. The effect is to produce a simplified scheme with average fee increases that are highest in the lower work-cost bands and reduce progressively as work values increase.

- 4.2 The proposed changes meet the aims of targeting principal workload areas and the unprofitable small works areas, while minimising the impact on larger schemes where the need to remain competitive is paramount.

## **5 Proposal 1**

- 5.1 The Scheme of Charges proposed and shown at Appendix 2 should provide a 6% increase in overall income at comparative work-load levels and is recommended for adoption. The increases proposed are considered to be sustainable without making the service uncompetitive, and the changes continue the progress towards a rational and easily understood scheme that remains fully compliant with the requirements of the Building (Local Authority Charges) Regulations 1998.

## **6 Part 2 - Direct Costs**

- 6.1 Increasing fees alone will not counter the potential reduction in income arising from a recession in construction during 2009/10. Direct costs, of which staff cost is the major element, must also be addressed.
- 6.2 Because the Building Control service is operated in tandem with Sedgemoor, the needs of both Councils have been taken into account in arriving at the following staffing proposals. The principles of partnership working are extended and built upon to take advantage of the strength in depth, as well as the efficiencies, that partnership working offers.
- 6.3 This part of the report looks at:
- (1) Current staffing levels in TDBC Building Control and optimum staffing levels within the efficient service provision ethos of the Council.
  - (2) Calculated sustainable staffing levels following a major downturn in construction activity.
  - (3) Proposed staffing levels for 2009/10
- 6.4 For comparison and evaluation purposes, use has been made of the LABC (Local Authority Building Control) calculation tool. This is a formula widely used by local authorities to calculate building control establishment requirements. Designed initially by the London District Surveyors Association, the formula is now maintained and updated annually by LABC.

## **7 Current staffing levels**

- 7.1 Appendix 3 shows the current establishment following joint management and using 2007/08 outturn figures. The formula produces a W/E (workload to establishment) ratio, where a W/E of 1 represents an "ideal" establishment. Results above 1 indicate potential under-manning, and below 1 over-manning.
- 7.2 For an average mixed authority like TDBC, and employing efficient service provision principles, experience suggests that a W/E ratio of between 1.4 -

1.5, or about 2/3 the comparative establishment of an urban authority, is the optimum target figure.

7.3 The W/E ratio at 1<sup>st</sup> November of 1.56 indicates that the section is short of Surveyor strength. The causes are known, and arise from the vacancy for a shared Surveyor post with SDC, the introduction of joint management, and voluntary reduced hours working by two Surveyors.

7.4 **Conclusion:** Staffing levels are low in the current circumstances, but consideration needs to be given to future trading conditions before acting to redress shortages.

## **8 Staffing and Workload in 2009/2010**

8.1 Cyclical recessions have always been a feature of the construction industry, and experience suggests that a severe recession will typically result in a 20% reduction in activity in this sector. The effects are not evenly spread, and certain sectors of the industry, typically new house building, are generally more affected than others.

8.2 Small and medium domestic works, the largest element of the workload of the section, tend to be less affected. For this reason, a 15% loss of business volume has been assumed in calculating a sustainable staffing level in the “worst case” scenario shown at Appendix 4.

8.3 This shows the position after implementation of the proposed Charges Scheme and implementation of the administrative support proposals that follow. By holding open existing vacant Surveyor posts the W/E ratio is held at 1.38, very close to the required level, while further efficiencies arise from the administrative support proposals.

8.4 The proposed staffing structure is shown at Appendix 5.

## **9 Staffing Proposals for 2009/2010**

9.1 It is proposed that the SDC building control support team leader should jointly manage the administration of both the SDC and the TDBC building control services. The opportunity to extend joint provision of the service in this way arises from the forthcoming retirement of the TDBC Support Team Leader.

9.2 To provide the necessary support to this role, the existing administrative assistant strength should be adjusted through internal arrangements to 2.0 FTE. This arrangement will provide an efficiency gain.

9.3 The vacant 0.5 FTE Surveyor post (the shared post with SDC forming part of the joint management arrangements) should not be filled until recruitment can be justified by trading conditions. Likewise, the shortfall in surveying strength of 0.8 FTE arising from voluntary reduced hours working should not be addressed until trading conditions warrant.

## 10 Proposal 2

- 10.1 It is proposed that the following staffing arrangements be adopted:
- (1) SDC Building Control Support Officer to become the Joint Support Team Manager for Sedgemoor and Taunton Deane Building Control Services. The cost of this post to be shared equally with SDC.
  - (2) The administrative support strength to be adjusted to provide 2.0 FTE.
  - (3) The agreed shared Surveyor post with SDC, and current establishment shortfalls, to be held vacant until workload justifies recruitment.

## 11 Financial Implications

(Gross salaries shown and include current year pay award)

**2009/2010**

### 11.1 Additional costs

Salary and overhead cost increase of 5% in 2009/10: £21,830

Loss of income following 15% reduction in workload: £66,830

**TOTAL: £88,660**

### Additional savings

Additional income from revised fee scheme: £22,720

£22,720

Saving from 0.5 FTE Surveyor vacancy: £16,830

Saving from shared Admin. Manager: £ 7,320

Reduced admin. support: £ 4,050

Saving from 0.6 FTE BC Surveyors: £26,330

Current net saving from joint management: £ 7,570

Current saving from reduced admin. strength: £ 8,230

£70,330 (See note 1)

Reduction in service costs (travel, consultants) £ 2,500

£ 2,500

**TOTAL: £95,550**

Note 1: Total salary savings £70,330

Of which: Fee-earning account 80%: £56,260

Non fee-earning (statutory) account 20%: £14,070

£70,330

Statutory account cost saving (as above): £14,070

Savings already identified and given up: £ 8,870

Further amount to be given up: £ 5,200

### 11.2 Conclusion.

The proposals are affordable and sustainable in the event of a “worst case” scenario of reduced workload and income in 2009/10, while the extension of joint working arrangements provides additional efficiency savings for TDBC.

## 12 Links to Corporate Priorities

12.1 Links to Environment, Delivery, Working in Partnership, Pioneer Somerset.

## 13 Finance Comments

13.1 The accountant has checked the content and verified the values.

## 14 Risk Management

<b>Risk</b>	<b>Consequence</b>	<b>Probability</b>	<b>Impact</b>	<b>Treatment</b>
Falling workload	Reduced income	5	5	Fees increased, staff numbers kept at a sustainable level
Increased competition	Reduced income	4	4	Maintain service levels Competitive fees Market and promote
Loss of staff	Reduced service levels	2	4	Review salaries Recruit
Rising costs of service provision	Failure to meet self-financing target	4	2	Utilise partnership economies. Innovation in service delivery Review and optimise processes
Service contract with West Somerset	Additional workload	3	5	Produce and implement a sustainable business plan to support the SLA

## 15 Equalities Issues

15.1 There are no equalities issues arising from this report.

## 16 Partnership Implications

16.1 The Building Control Service is provided in partnership with Sedgemoor District Council. In consequence:

- (a) the Scheme of Charges proposed here will also be proposed for adoption by SDC;
- (b) the proposal to share the services of a Building Control Support Team Manager will also be made to SDC.

(Note: The result of the proposals that are being made jointly to each authority will be to create administrative teams of comparative strength in each authority under the direction of the Joint Building Control Manager working through the new Joint Support Team Manager.

Taunton Deane will enjoy the additional benefit of further efficiencies in administrative support provision and the services of an experienced officer familiar with the Acolaid ERDMS that is intended to be installed in 2009.)

## **17 Recommendations**

### **17.1 To agree:**

- (a) to adopt the Scheme of Charges for Building Control set out at Appendix 2;
- (b) to share the services of the Sedgemoor Building Control Support Team Manager, sharing equally the salary, benefits and other costs of employment with Sedgemoor District Council;
- (c) to extend the indemnity resolution approved in connection with the shared management of Building Control (Executive 16<sup>th</sup> July 2008) to also include the shared working arrangements described in this document;
- (d) to hold open the previously agreed shared Building Control Surveyor post with SDC until it can be justified by workload requirements.

## **18 Appendices**

### **18.1 Appendices 1, 2, 3, 4 and 5.**

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## APPENDIX 1

### Sources of Income

	% of applications	% of income
<b>Schedule 1</b>		
New dwellings	12	14
<b>Schedule 2</b>		
Extensions to dwellings	38	38
<b>Schedule 3</b>		
Alterations to dwellings	25	14
Change of use to dwelling	5	10
Garages and garage extensions	8	6
Commercial and Industrial	12	18
	<hr/>	<hr/>
	100	100



## APPENDIX 2

### Proposed Scheme of Charges from 1st April 2009. (Fees shown are published rates inclusive of VAT @ 15%)

#### Schedule 1 (New dwellings less than 300m2 floor area)

<b>Schedule 1</b> (New dwellings under 300m2 floor area)	1/12/08  £	<b>1/04/09</b>  £	% Increase
1	665.53	<b>700</b>	5.2
2	949.36	<b>1050</b>	10.6
3	1174.47	<b>1250</b>	6.4
4	1370.22	<b>1450</b>	5.8
5	1565.96	<b>1650</b>	5.4
6	1761.70	<b>1850</b>	5.0
7	1957.44	<b>2050</b>	4.7
8	2153.19	<b>2250</b>	4.5
9	2300.00	<b>2400</b>	4.3
10	2446.81	<b>2550</b>	4.2
	Plus £146.81 per unit over 10	<b>Plus £150 per unit over 10</b>	
30	5383.01	<b>5550</b>	3.1
	Plus £97.87 per unit over 30	<b>Plus £100 per unit over 30</b>	2.2

<b>Schedule 2</b> (Small domestic works)	1/12/08	<b>1/04/09</b>	% Increase
Partial re-glazing	73.40	75	2.2
Full re-glazing	146.81	150	2.2
Garages under 40m2	156.60	180	14.9
Garages between 40 and 60 m2	313.19	320	2.2
Extensions under 10m2	313.19	340	8.6
Extensions between 10 and 40 m2	469.79	500	6.4
Extensions between 40 and 60 m2	587.23	620	5.6

<b>Schedule 3</b> (Extensions over 60m2 and all other works) Estimated cost £	1/12/08 £	1/04/09 £	Average % Increase
Up to 2,000	146.81	150	2.2
2,001 - 5,000	220.21	225	2.2
5,001 - 6,000	234.89	} 280	11.1
6,001 - 7,000	249.57		
7,001 - 8,000	264.25		
8,001 - 9,000	278.93		
9,001 - 10,000	293.61		
10,001 - 11,000	308.29	} 355	8.7
11,001 - 12,000	322.97		
12,001 - 13,000	337.65		
13,001 - 14,000	352.35		
14,001 - 15,000	367.03		
15,001 - 16,000	381.71	} 430	7.1
16,001 - 17,000	396.39		
17,001 - 18,000	411.07		
18,001 - 19,000	425.75		
19,001 - 20,000	440.43		
20,001 - 21,000	450.22	} 500	4.2
21,001 - 22,000	460.01		
22,001 - 23,000	469.80		
23,001 - 24,000	479.58		
24,001 - 25,000	489.36		
25,001 - 26,000	499.15	} 550	3.8
26,001 - 27,000	508.94		
27,001 - 28,000	518.73		
28,001 - 29,000	528.51		
29,001 - 30,000	538.30		
30,001 - 31,000	548.09	} 600	3.4
31,001 - 32,000	557.88		
32,001 - 33,000	567.66		
33,001 - 34,000	577.45		
34,001 - 35,000	587.23		
35,001 - 36,000	597.02	} 650	3.2
36,001 - 37,000	606.81		
37,001 - 38,000	616.60		
38,001 - 39,000	626.39		
39,001 - 40,000	636.17		
40,001 - 45,000	Add £9.79 per £1000 or part above £40,000 up to £100,000	700	2.9
45,001 - 50,000		750	2.7
		<b>Add £10 per £1,000 or part above £50,000 up to £100,000</b>	2.2
	Add £4.89 per £1,000 or part above £100,000 up to £1,000,000	<b>Add £5 per £1,000 or part above £1,00,000 up to £1,000,000</b>	2.2
	Etc.	Etc.	

### APPENDIX 3

#### Establishment as at 1 November 2008

(Includes Joint Manager, 0.5FTE vacant Surveyor post, reduced admin. support)  
 (AFPOL is the average fee per application for all outer London authorities; PF the local variance reduction factor; AFP = average fee per application; PF = projects X factor; PS the number of case officers required; and Non-PS the manager and trainee complement. A is for admin. staff.  
 The equation that combines these factors is not shown.)

<b>Spreadsheet for the calculation of the W/E Ratio</b>				
AFPOL for <sup>1</sup>	2007/08	418		Surveyors (BCOs) in post <span style="float: right;">6.9</span>
Projects for <sup>2</sup>	2007/08	1068		BC <sup>6</sup> =
BC Fees for <sup>3</sup>	2008/09	445000		Admin staff in post <sup>6</sup> <span style="float: right;">2.7</span>
				=
				Total Establishment in post <span style="float: right;">9.6</span>
				=
Deduction for SE <sup>4</sup>		1		
Variable PF factor <sup>5</sup>		0.0083		
<i>(PF= 0.0083 or 0.0092)</i>				
<b>Rounded Totals</b>				
"AFP"	=	416.666 7		Notes:
"PF"	=	8.8644		<b>You may only enter data in the cells shown in Blue, i.e..</b>
"PS"	=	8.85309	9	<sup>1</sup> The AFPOL is updated each May and is published on the LABC website
NON "PS"	=	3.25	4	<sup>2</sup> Number of charge earning projects for year ie. excluding IN's, CW's & resubmissions
TOTAL "S"	=	13	13	<sup>3</sup> BC charges for year in question both received and invoiced
"A"	=	3.25	3	<sup>4</sup> Deduction for Structural Engineer post (if applicable)
Total (-SE)	=	15.25	15	<sup>5</sup> For variable factors and interpretation see DSA Level of Service Document
W/E Ratio	=	1.58854 2	1.56	<sup>6</sup> Staff currently in your employment
Total calculated establishment for Building Surveyors only				13
Total calculated establishment for Admin.				3
Total calculated establishment (minus a structural engineer)				15
Actual establishment				9.6
Calculated Workload / Establishment Ratio				1.56
<b>Important Note:</b>	The variable PF factor will normally be 0.0083 unless you have a high proportion of applications involving the greater complexities of Part B, in which case 0.0092 may be used.			

## APPENDIX 4

**“Worst Case” scenario following a 15% drop in business volume.**  
 (Joint BC Manager, Joint Admin. Manager, administrative support savings,  
 1.1 FTE vacant Surveyor posts held open)

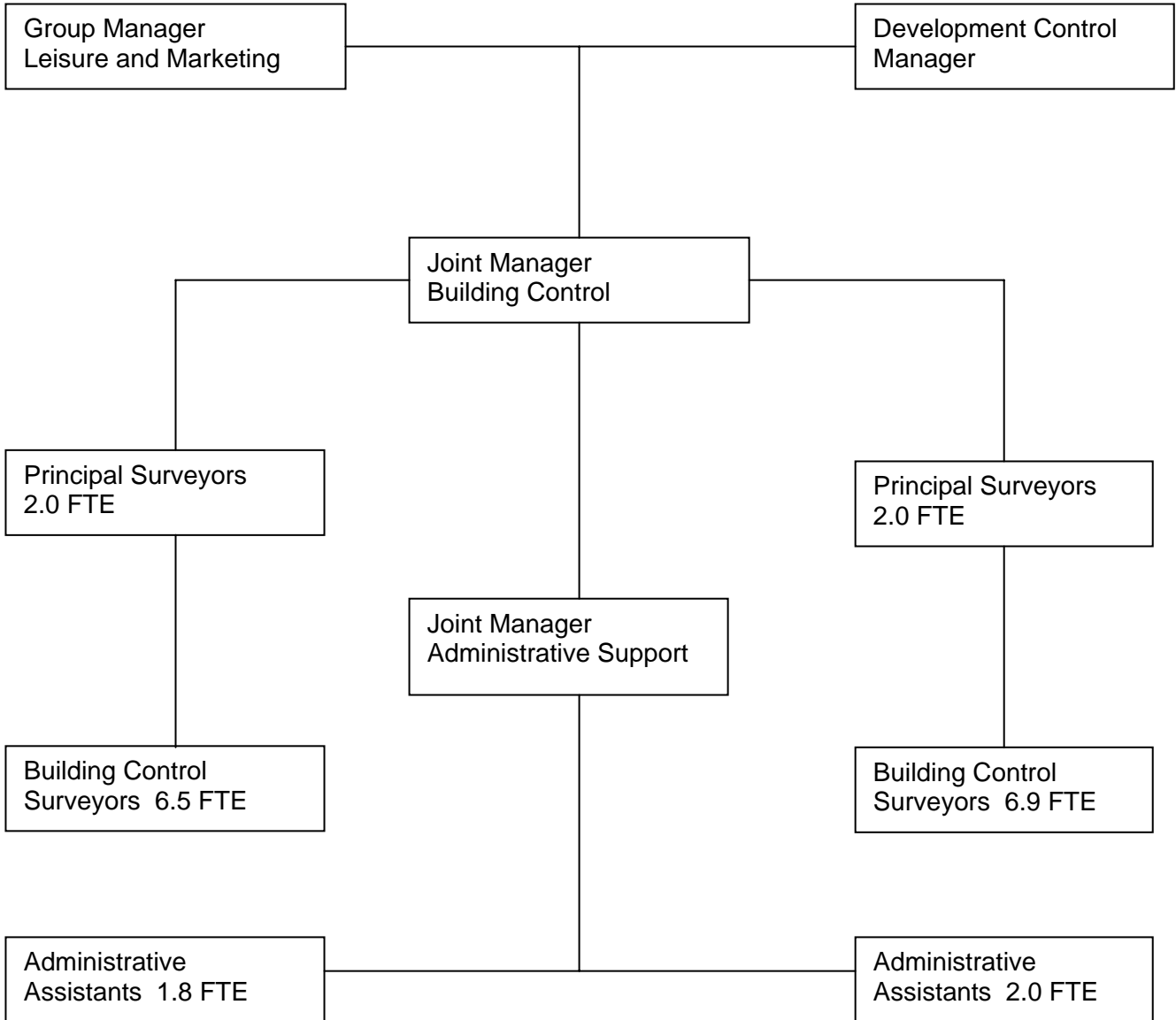
<b>Spreadsheet for the calculation of the W/E Ratio</b>				
AFPOL for <sup>1</sup>	2008/09	410	Surveyors (BCOs) in post <span style="float: right;">6.9</span>	
Projects for <sup>2</sup>	2008/09	928	BC <sup>6</sup> =	
BC Fees for <sup>3</sup>	2008/09	401400	Admin staff in post <sup>6</sup> <span style="float: right;">2.5</span>	
			=	
			<b>Total Establishment in post</b> <span style="float: right;">9.4</span>	
			=	
Deduction for SE <sup>4</sup>		1		
Variable PF factor <sup>5</sup>		0.0083		
<i>(PF= 0.0083 or 0.0092)</i>				
<b>Rounded Totals</b>				
"AFP"	=	432.543	<b>Notes:</b>  <b>You may only enter data in the cells shown in Blue, i.e..</b> <sup>1</sup> The AFPOL is updated each May and is published on the LABC website <sup>2</sup> Number of charge earning projects for year ie. excluding IN's, CW's & resubmissions <sup>3</sup> BC charges for year in question both received and invoiced <sup>4</sup> Deduction for Structural Engineer post (if applicable) <sup>5</sup> For variable factors and interpretation see DSA Level of Service Document <sup>6</sup> Staff currently in your employment	
		1		
"PF"	=	7.7024		
"PS"	=	7.87180		<b>8</b>
		1		
NON "PS"	=	3		<b>3</b>
TOTAL "S"	=	11		<b>11</b>
"A"	=	2.75		<b>3</b>
Total (-SE)	=	12.75		<b>13</b>
W/E Ratio	=	1.35638		<b>1.38</b>
		3		
Total calculated establishment for Building Surveyors only			11	
Total calculated establishment for Admin.			3	
Total calculated establishment (minus a structural engineer)			13	
Actual establishment			9.4	
Calculated Workload / Establishment Ratio			1.38	
<b>Important Note:</b>	The variable PF factor will normally be 0.0083 unless you have a high proportion of applications involving the greater complexities of Part B, in which case 0.0092 may be used.			

# APPENDIX 5

## Proposed Staff Structure Plan

**SDC**

**TDBC**



# Taunton Deane Borough Council

## Executive - 4 February 2009

### Report of the Corporate Performance officer

#### Draft Corporate Strategy 2009-2012

(This matter is the responsibility of the Executive Councillor Mrs Smith)

#### **Executive Summary**

This report presents the Corporate Strategy 2009-12, providing direction for the Council and setting our objectives and desired outcomes for the next three years. The Executive is requested to approve the Corporate Strategy, for adoption by Full Council.

### **1. Purpose of the Report**

- 1.1 To seek the Executive's consideration of the Corporate Strategy 2009-12 (Appendix A)

### **2. Background**

- 2.1 The Corporate Strategy is the Council's principal policy document. It contains the Borough Council's Vision, Business Principles and Core Values. It describes the key outcomes that we intend to achieve in the community over the next three years. These outcomes will be delivered by achieving Objectives that are closely aligned to the Council's ETCHED aims. It provides an important lead for budget setting and service planning activities.
- 2.2 The Corporate Strategy is updated on an annual basis to ensure that it remains 'fit for purpose'.

### **3. Refresh Process**

- 3.1 The Overview and Scrutiny Board of 27 November 2008 considered a report detailing the proposed direction and timetable for refreshing the Corporate Strategy.
- 3.2 A special Overview and Scrutiny Board, open to all Members, was convened on 12 December 2008, in order to:
  - Raise awareness of the Council's high level objectives

- Align the Corporate Strategy with the LAA
- Provide input or seek clarification on the Corporate Strategy Objectives
- Rank the Objectives with the ETCHED themes and the influence the Council has in delivering them\*

\* Feedback has suggested this was not a robust process and therefore will be used as an indication only.

3.3 CMT, Specialist Officers and Portfolio Holders have fed into the document any changes required via dedicated meetings, taking account of:

- National, regional and local priorities / targets
- Councillor's Priorities
- Budget position
- The communities priorities
- Local Area Agreement
- Sustainable Community Strategy
- Comprehensive Area Assessment

3.4 The Overview and Scrutiny Board of 22 January 2009 considered the draft Corporate Strategy. The Corporate Strategy now reflects their suggested amendments. Members provided two specific comments that relate to budget setting:-

- Concern at the introduction of a commitment to delivering free swimming to the under 16s and over 60s; and
- Concern at the introduction of an improved recycling service to include plastics and waste - it is suggested that this be delayed (phased).

3.5 The Executive is asked to consider these concerns.

#### **4. Structure and content of the Corporate Strategy**

4.1 The draft Corporate Strategy 2009-12 is attached as Appendix A and outlines the Council's ETCHED aims, the 21 corporate objectives and a set of key activities under each of these to deliver those objectives. This will provide a clear steer for the Council's focus and work objectives in the years ahead. The Executive is now asked to approve the Corporate Strategy.

4.2 The key areas of change to the Corporate Strategy, resulting from the aforementioned consultation, feedback, challenge and scrutiny are:

- Various changes to reflect the Local Area Agreement
- A new objective relating to 'Skills Development'
- A merging of Objectives relating to Job Creation and Business Growth

- Amendment of Objective 12 (affordable housing) to now include delivery of private housing and affordable housing
- Consideration of the 'credit crunch' resulting in a reassessment of delivery targets (economic development and housing delivery)
- Significant amendments to Objective 14 to include support to vulnerable groups and a wider focus on healthy lifestyles (play and sport)
- A commitment to deliver free swimming for the under 16s and over 60s
- A merging of objectives relating to climate change and flooding to create a new objective relating to Climate Change and Environmental Sustainability

4.3 All changes from the existing 2008-11 Strategy have been highlighted as follows;

- New text – underlined
- Deleted text – strikethrough

4.2 Members will note that the aims and objectives are focused entirely on achieving outcomes for the area. This is consistent with the Council's community leadership responsibilities, and will also prepare us well for Comprehensive Area Assessment (CAA). Such a strong focus on achieving outcomes will depend on close partnership working with other agencies, many of whom are the lead agencies for the issue concerned (such as the County Council in respect of transport). These outcomes will not be achieved by any agency on their own.

## 5. Timetable

5.1 The timetable to deliver the refresh of the Corporate Strategy is as follows:

<b>Date</b>	<b>Meeting</b>	<b>Purpose</b>	<b>✓</b>
27 Nov 08	O&S	Proposed direction and timetable	✓
12 Dec 08	O&S – Special Meeting	Member input including LAA alignment, comment and prioritisation.	✓
22 Jan 09	O&S	Obtain views on final draft reflecting Executive's Proposed Budget	✓
4 Feb 09	Executive	To reflect final Budget Proposals and Executive approval	
17 Feb 09	Full Council	Final approval	

## 6. Resource Implications



- 6.1 The aims and objectives of the Corporate Strategy provide an important lead-in to budget setting and service planning activity. Increasingly, local authorities are being challenged to demonstrate a clear link between priorities and resource allocation.

**7. Impact on Corporate Priorities**

- 7.1 The Corporate Strategy establishes the priorities of the Council

**8. Recommendation**

- 8.1 The Executive is recommended to approve the Corporate Strategy for adoption by Full Council.

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## Report to Executive (4 February 2009)

### Agenda item 6: Draft Corporate Strategy 2009-12

## APPENDIX A

This appendix highlights changes to the **Objectives, supporting activities** and **Performance Indicators**

- New Text – underlined
- Deleted Text – Strikethrough

A note on Performance Indicators

The inspection regime has recently changed with the shift from CPA to CAA (Comprehensive Area Assessment). This is accompanied by a new suit of indicators (National indicators – NI) that now replace the BVPIs (Best Value performance Indicators).

The NI are important within the context of the Local Area Agreement (LAA). Within the LAA, we are a named partner to help deliver on 37 National Indicators. Most of these are reflected within the Corporate Strategy (identified by the use of the acronym LAA at the end of the particular NI). In addition to those NI included within the LAA, there are also many other NI that we shall need to report on.

Work on developing and understanding the NI is still at an early stage. Further dialogue is required with managers, partners and the Audit Commission. For example, in many instances we are still working towards / seeking clarification on the following:

- Baselines
- Targets
- Data collection
- Level of reporting (county or borough)

Accordingly, the information presented in this Appendix (on performance indicators) is still very much in draft form. Further changes are likely.

Acronyms: the following tables often contain acronyms. These are explained at the end of each section.

# KEY ACTIVITIES

## AIM 1: Economy

### Regenerating Taunton and strengthening the economy of the Borough

The Council's major priority under Economy is to work in partnership to deliver Project Taunton, an exciting and long-term initiative to transform our County town into a key economic and cultural centre in the South West region. Taunton is now recognised as a New Growth Point, a partnership arrangement between Central Government and local service providers to deliver higher levels of growth. Developing and expanding the local economy is critical to this. However, progress in the past 12 months has been adversely affected by the downturn in the global and national economy. The outlook for the next 12 months looks to be particularly challenging.

We recognise the importance of cultural and creative industries to the economy of the borough and will support the growth of this sector. We are also focussed on enabling local businesses to start up and grow in both rural and urban areas and to tackle areas of deprivation.

The Council delivers the majority of its Economy aim through Partnership working and our influence on this is **MEDIUM**

~~**Objective 1: Stimulate the creation of 12,500 new jobs in the Borough between 2008 and 2026 of which 5% (625 jobs) will be within the Creative Industries Sector. This includes 6,500 office and admin jobs within Firepool by 2010, (through Project Taunton) with pay rates on average 5-10% greater than the Borough average. Also included are 2,500 jobs within the proposed High Street retail development.**~~

~~**Objective 4: To enable employment growth among small businesses and to encourage 30 new businesses to set up in Taunton Deane per year (5% from the Creative Industries Sector)**~~

#### Objective 1: JOB CREATION AND BUSINESS GROWTH

Stimulate the creation of 16,500 new jobs in the Borough between 2008 and 2026, creating a balanced economy across business sectors, and between public and private sector employment, increasing GVA output and wage levels to the South West Regional average by 2026

Key Activities	2009/10	2010/11	2011/12
Review the Economic Development Strategy adopted in 2006/07 on an annual basis, and review the outcomes from the ED action plan addressing local economic issues that characterise the local economy as 'low wage, low skill, low aspiration' <u>monitor economic performance through Economic</u>	✓	✓	✓

<u>Assessments, including specialist reports on areas of opportunity or matters of particular concern</u>			
<u>Achieve New Growth Point targets through the procurement of suitable development partners, and to assist these development partners to attract new businesses through place marketing activities and provision of support for employers to relocate to Taunton</u>			
<u>Support the Project Taunton and partners to deliver the redevelopment of Firepool through the procurement of suitable development partners, starting on site in Spring 2008 2009.</u>	✓	✓	✓
<u>Project Taunton and partners to kick start the Cultural Quarter of Project Taunton by redeveloping Castle Green, Coal Orchard and Goodland Gardens, to include providing a new site for the County Council library and records office (Start on site 2009)</u>	✓	✓	✓
<u>Provide an agreed framework for planning policies to successfully implement the Urban Design Framework, Project Taunton and the Urban Extension through adopting the Town Centre Area Action Plan (December '08), and developing the Local Development Framework (December '09)</u>	✓	✓	
<u>Work alongside Project Taunton to ensure that if the UKHO is relocated within Taunton, the current site is used for suitable mixed use development</u>	✓	✓	✓
<u>Project Taunton and To work with partners to bring forward the proposed retail development in High Street</u>	✓	✓	✓
<u>To deliver the adoption of the LDF Core Strategy by December 2011. This to identify deliverable employment land to accommodate a balanced range of business uses to the year 2026</u>	✓	✓	✓
<u>Secure a major business incubation centre for Taunton with facilities for up to 40 emerging micro and creative industries companies <u>Actively promote the establishment of a new specialist Design and Innovation business incubation centre activity within Taunton, with facilities and support provision for up to 40 high value/high growth potential start-ups and micro businesses within key business sectors</u></u>	✓	✓	✓

Cross-working within the Council and with partners to purchase and / or develop land for a minimum of eight small business units	✓	✓	✓
Identify suitable land for a further strategic employment site of 10 hectares within the Taunton area	✓	✓	✓
Work with our County-wide partners to ensure that 250 businesses in Taunton Deane receive suitable advice, counselling and support over the next three years. <u>Develop strong partnerships relationships with SWRDA, Business Link, Train to Gain, Manufacturing Advisory Service, UK Trade and Investment, and other funded and non-funded business support providers to ensure an adequate supply of business support provision for businesses within Taunton Deane and Taunton TTWA</u>	✓	✓	✓
Work with Partners to ensure that our LAA stretch targets for business support are achieved, thus yielding up to £1.3m extra funding for this work from Government	✓	✓	✓
Work with Taunton Town Centre Company to support and develop the Town Centre Business Improvement project	✓	✓	✓
Work with Partners to establish 'In2Somerset' and attract <u>(the Inward Investment business activity to development sites within Taunton Deane Company)</u> , enabling it to co-ordinate inward investment, the Tourism Destination Management Company and business development marketing and support	✓	✓	✓
Continue to work with partners to support up to 25 expanding Taunton Deane Companies with structured business advice, support and signposting	✓	✓	✓

**Objective 2: DEPRIVATION**

**To reduce deprivation in the most deprived wards in Taunton Deane, with a specific focus on Halcon, Lyngford and Eastgate Wards, taking the most deprived sub-areas from these wards out of the 25% most deprived 'super output' areas in the country by 2020. (Based on national index of multiple deprivation rankings)**

Key Activities	2009/10	2010/11	2011/12
Work closely with the Project Taunton Delivery Team, Learning and Skills Council and SCAT together with other relevant partners to	✓	✓	✓

<p>promote new work opportunities, apprenticeships and training provision resulting from Project Taunton. This is aimed at improving skills, employment and wage levels and preparing people for job opportunities in these wards</p> <p><u>Work with partners from the Taunton Employment and Skills Group to create Enterprise gateways in each of North Taunton and East Taunton communities to provide the community interface that will promote new work opportunities, apprenticeships, and skills development opportunities to residents</u></p>			
<p><del>Develop proposals for a Construction Skills Academy within the construction phase of Firepool, that is capable of improving the skills for experienced and new construction skills workers</del></p>	✓	✓	✓
<p><del>Develop planning proposals to establish a 'local workforce 'quota' and a Section 106 policy for all developments in the Borough over a certain size, that is adopted within the Local Development Framework</del></p> <p><u>Establish a 'local workforce quota' requirement through a Section 106 policy for all significant developments within the Local Development Framework, with a special emphasis on workforce recruitment and skills development for residents within deprived areas</u></p>	✓	✓	✓
<p><del>Continue to support the development of community owned and managed agencies, such as North Taunton Partnership, East Taunton Development Trust and Wellington Economic and Community Partnership to act as the 'local agent' for this work</del></p>	✓	✓	✓
<p>Ensure that other benefits from Project Taunton are delivered that will benefit the Halcon and Lyngford wards, including better connectivity to the town centre, job opportunities and new health facilities</p>	✓	✓	✓
<p>Promote confidence and business skills in young people through supporting the three year Young Enterprise South West programme delivered to schools in Taunton Deane's most deprived wards (reviewing its success in June 2009)</p>	✓	✓	

**Objective 3: DIVERSIFICATION and the RURAL ECONOMY**  
**Support the diversification and strengthening of the rural economy of**

<b>the Borough through facilitating and supporting new business and sector development</b>			
<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Facilitate and support eight rural diversification projects (such as the development of bio-fuel projects) in the rural economy between 2008 and 2011	✓	✓	✓
Support the development of Wellington Economic and Community Partnership to drive forward the Wellington Food Town Annual Festival as a regionally significant event, and increase the involvement of local rural food producers.	✓	✓	✓
Develop food and drink sector initiatives (such as hospitality partnerships and food sector training activity) based on Wellington that also improve the performance of the rural economy of the Borough	✓	✓	✓
<u>Continue to provide leadership to the Somerset Tourism Partnership (STP) through provision of a Project Coordinator, and support the Partnership in moving towards becoming a Destination Management Organisation (DMO) including formalisation of the Partnership structure within Pioneer Somerset</u>	✓	✓	✓
Facilitate the development of 20 hectares of employment land in Wellington and Wiveliscombe by 2009 <u>2015</u>	✓	✓	
Continue to work with our District Partners to support the development of skills and knowledge within the land-based economy by holding 6 training and development seminars per year	✓	✓	✓
<del>Continue to develop and support initiatives to address isolation and improve communication between our rural communities, and develop further technology-based solutions</del> <u>Work with partners to develop and support initiatives to address rural isolation and improve communications between our rural communities, and develop further technology based solutions within the Connecting Somerset Project</u>	✓	✓	✓
Continue to support the community-based Wellington Market and Coastal Towns Initiative, and to facilitate a range of specific projects for improvement to the town with RDA funding. Continue to support the Wiveliscombe Area Partnership, following the completion of their	✓	✓	✓

Market and Coastal Towns programme			
<u>Support the Western Somerset Local Action for Rural Communities (LARC) Partnership to achieve the aim of 'developing a low carbon economy', through the facilitation and management of a range of specific projects that match the aims of this LARC area</u>			
<u>Support the Blackdowns and East Devon LARC partnership to achieve the aims of 'using the local environment as a springboard for new and improved local economic activity and strengthen existing business and community networks', through the facilitation and management of a range of specific projects that match the aims of this LARC area</u>			
<u>Support the Levels and Moors LARC partnership to achieve the aims of 'promoting sustainable development in the Levels and Moors, and to strengthen the economy, vibrancy and environmental quality for all residents, business and visitors', through the facilitation and management of a range of specific projects that match the aims of this LARC area</u>			

<b>Objective 4: CULTURE</b>			
<b>Develop the Cultural Offer of the Borough, by recognising and supporting the importance of cultural activities and creative industries to the economy of the borough</b>			
<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<u>Produce and implement a three year Cultural Delivery Plan for Taunton Deane that will deliver Taunton as a 'Principal Area of Culture' within the South West.</u>	✓	✓	✓
<u>Establish Taunton Deane as a Regional Centre of Excellence for Creative Industries, working closely with partners to increase the number of businesses within the sector by 5% per annum</u>	✓	✓	✓
<u>Continue to work with the County-wide Creative Industries Development Group and Creative Business BOOST, to support the development of the BOOST project and seek a legacy from its grant funded activity from 2008 onwards.</u>	✓	✓	✓
<u>Explore the feasibility of facilitating the development of Tone Mill, Wellington as a cultural and creative industry 'node'</u>	✓	✓	✓



Produce and implement an Action Plan to develop business activities in Tourism and Culture	✓		
Identify a suitable site for the relocation of Taunton Tourist Information Centre, required through the redevelopment of the existing site as part of Project Taunton developments	✓	✓	✓
Provide funding and continuing support to the Brewhouse Theatre to secure a significant improvement in its financial situation, together with a 5% improvement in audience figures over the next three years <u>Continue to support the Board of Trustees of the Brewhouse Theatre and Arts Centre to position the Brewhouse as a Regional Hub for performance and visual arts within the extended and reinvigorated Cultural Quarter of Taunton</u>	✓	✓	✓
<u>Work with partners to drive creativity in communities through initiating and supporting community art and design projects, in order to contribute to the development of a strong cultural ethos and high levels of participation in cultural activities within Taunton Deane</u>	✓	✓	✓
<u>Prioritise art and design projects aimed at young people in areas of deprivation, in order to promote confidence in learning achievement and provide informal learning that will encourage a desire within individuals to progress to formal learning in skills required in design, technology innovation, and creative businesses</u>	✓	✓	✓

**Objective 5: SKILLS DEVELOPMENT**

**To enable workforce skills development by researching local skills demand, providing capacity and support to disadvantaged areas, providing support to the Taunton Employment Skills Board and providing LDF policy support**

<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
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<u>Work with partners to identify workforce skills requirements of existing and new businesses to ensure that there is appropriate learning and skills development provision, including supporting the creation of coordinated level 4+ delivery through the Somerset University Partnership project (SUPP)</u>	<u>✓</u>	<u>✓</u>	<u>✓</u>
<u>Work with partners to source learning and skills development opportunities to meet identified gaps in provision, and promote this provision to businesses within Taunton and Taunton TTWA</u>	<u>✓</u>	<u>✓</u>	<u>✓</u>
<u>Work closely with partners in areas of deprivation to ensure that local communities can take advantage of learning opportunities through the Enterprise Gateways</u>	<u>✓</u>	<u>✓</u>	<u>✓</u>
<u>Provide leadership to the Taunton Employment and Skills Group to understand and promote employment and skills development opportunities resulting from the economic growth generated by Project Taunton developments, inward investment activity, and indigenous business growth</u>	<u>✓</u>	<u>✓</u>	<u>✓</u>
<u>Develop LDF planning proposals to promote and encourage local skills development by requiring developers to work in partnership with local skills providers and local businesses in order to maximise local business opportunities and skills development in the construction phase of new developments. This to include the development of supporting Section 106 agreements.</u>	<u>✓</u>	<u>✓</u>	<u>✓</u>

### **ECONOMY - Key Performance Indicators and Baselines**

The following Performance Indicators will demonstrate levels of progress against our Objectives and the 'Economy' Aim. The key indicators will be reported to Managers and Members as part of a 'Dashboard' the Council's performance monitoring arrangements to help assess progress against the Corporate Strategy.

#### **Objective 1:**

~~QoL 11 — The percentage of the working-age population that is in employment 2006/07 78.5%; Baseline: 2003/04: 87%~~

~~Corporate Strategy — The number of new jobs created in the Creative Industries Sector in the Deane (Baseline to be established 2007/08)~~

~~Corporate Strategy — Average income relative to regional average 2006/07 97.4%; Baseline 2004/05: 97%~~

NI 151 Overall employment rate (LAA)

NI 152 Working age people on out-of-work benefits (LAA)

NI 166 Median earnings of employees in the area (LAA)

NI 171 New business registration rate (LAA)

NI 172 Percentage of small businesses in an area showing employment growth (LAA)

Corporate Strategy: Proportion of businesses in knowledge intensive sectors

Corporate Strategy: Percentage of available industrial premises to let (check with Business Rates re collection of data)

Corporate Strategy: Delivery of employment land (data available via Future Resources – to check)

**Objective 2:**

QoL 15 – The reduction in the proportion of residents who are defined as living in the most deprived super output areas in the country

~~2007: 9%; Baseline 2004: 6%~~ Baseline 2007: 9%

(Baseline: Index of Multiple Deprivation national rankings: Halcon North (2007: 8.3%; 2004: 10.3%); Halcon West (2007: 13.1%; 2004: 15.2%); Lyngford North (2007:13.6%; 2004: 15.2%); Pyrland & Rowbarton (c) (2007: 22.4%; 2004: 29.6%); Lyngford West (2007: 24.2%; 2004: 24.1%); Eastgate SW (2007: 24.8%; 2004: 30.8%)

Note: *Include the above information in tabular format.*

**Objective 3:**

~~Corporate Strategy – The number of rural agricultural diversification projects supported by the Council 2007/08: 3; Baseline: 2005/06: 4~~

~~Corporate Strategy – The number of local rural food producers actively supporting the Wellington Food Town:~~

~~Baseline 2007/08: 31~~

Include Tourism related indicator

Include LARC related indicator (ref LARC delivery plans)

**Objective 4:**

~~Corporate Strategy – The proportion of the business stock operating in the Creative Industries sector in Taunton Deane (Baseline to be established 2007/08)~~

NI 11 Engagement in the arts (LAA)

## **Objective 5:**

~~Corporate Strategy – New VAT registrations per 10,000 population in Taunton Deane~~

~~2006: 28.8; Baseline: 2002: 30.0~~

~~Corporate Strategy – Number of businesses assisted through business development grant~~

~~2006/07: 16; Baseline: 2004/05: 13~~

~~Corporate Strategy – Increase in 3 year business survival rate (Baseline: 2002: 71.5%)~~

~~Corporate Strategy – The number of new projects in the Creative Industries sector supported by the Council (2006/07: 3; Baseline: 2005/6: 2)~~

~~Corporate Strategy – The number of businesses based in Taunton Deane and operating within the Creative Industries Sector that have been supported through CIDA/Creative Boost (2006/07: 111)~~

~~Taunton Deane - The number of Creative Industries businesses newly supported through CIDA (2006/07: 111)~~

~~The proportionate increase in visitors to performances and events at the Brewhouse Theatre (2006/07: 79,526)~~

NI 163 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher (LAA)

NI 165 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher (LAA)

## **KEY TO TERMS**

GVA	Gross Value Added
LDF	Local Development Framework
SWRDA	South West Regional Development Agency
TTWA	Travel To Work Area
NI	National Indicator
LAA	Local Area Agreement

## **AIM 2: Transport** **Minimising the growth in traffic congestion**

Working in partnership with the County Council, we will ensure that strategic transport investment is made for the future prosperity of the Borough as part of Project Taunton. A major part of this is to reduce the rate of growth of traffic congestion in Taunton

The Council delivers Transport improvements through partnership working, however the County Council is the Transport authority. Our influence is therefore **LOW**

<b>Objective 6: <u>TRAFFIC CONGESTION</u></b> <b>Support the County Council as lead agency, to limit the rate of growth of traffic congestion in Taunton (to limit vehicle delay hours at peak-time to 2,414 hours by 2011)</b>			
<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Implement the Taunton car parking strategy, ring-fencing some income to support sustainable transport initiatives	✓	✓	✓
Investigate, support and enable sustainable transport initiatives in Taunton Deane	✓	✓	✓
Deliver the Congestion Reduction Strategy with SCC, implementing the agreed car park charging policies to ensure the success of the <u>existing and proposed Park and Ride Schemes at Silk Mills and Cambria Farm</u>	✓	✓	✓
Support the development and expansion of the <u>Silk Mills Park and Ride Scheme</u>	✓	✓	✓
Work closely with the County Council to deliver the Taunton East Park and Ride facility and to agree a clear timetable for delivery	✓	✓	✓
Optimise the location of homes, retail, business and leisure to minimise travel requirements, by implementing the actions in the Local Development Framework and Project Taunton	✓	✓	✓
Work with the county council to improve public transport within Taunton Deane	✓	✓	✓

<b>Objective 7: <u>TRAVEL TO WORK &amp; PROMOTING NON-CAR TRAVEL</u></b> <b>Support the County Council as lead agency, to reduce the proportion of journeys to work made in Taunton by Single Occupancy Vehicles (SOV), and to improve access to services and facilities by public transport, walking and cycling</b>			
<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Deliver the actions in the Taunton Deane Borough Council Employee Travel Plan to achieve key targets including reducing the use of SOVs to 60% by March 2010	✓	✓	
Work in partnership with SCC to encourage top ten employers to achieve a transport modal shift to reduce SOVs by 2011 (to align to SCC target)	✓	✓	✓
Develop a <u>S106 policy LDF policies and work with Project Taunton and other partners to ensure the following: that significant new</u>	✓	✓	✓

<p>commercial premises or major extensions to existing premises have a S106 agreement requiring submission and implementation of a travel plan</p> <ul style="list-style-type: none"> <li>• <u>That new development is best located to minimise travel requirements</u></li> <li>• <u>The preparation and implementation of travel plans for all developments that have significant transport implications</u></li> <li>• <u>The delivery of basic service provision</u></li> </ul>			
Support SCC in promoting and publicising alternative modes of transport to local residents and businesses through targeted road-shows, campaigns and other means	✓	✓	✓

### **TRANSPORT - Key Performance Indicators and Baselines**

The following Performance Indicators will demonstrate levels of progress against our Objectives and the 'Transport' Aim. The key indicators will be reported to Managers and Members as part of a 'Dashboard' the Council's performance monitoring arrangements to help assess progress against the Corporate Strategy.

#### **Objective 6:**

Corporate Strategy – Vehicle delay on principal Taunton roads at peak hour (9am)  
 2006/07 1,886 hours; Baseline 2001: 1,093 hours; predicted rate (at 2001) without action: 2,847 vehicle hours 2011

QoL 42 - The percentage of the resident population who travel to work by a) private motor vehicle; b) by public transport; c) on foot or cycle (*10 yearly census*)  
 (Baseline 2001: (a) 54.6%, (b) 2.7% (c) 24.4%)

#### **Objective 7:**

Corporate Strategy - Journeys to work in Taunton in SOV (Baseline to be established 2008/09)

Corporate Strategy - Journeys to work (TDBC) in SOV  
 2007/08 80%; Baseline: 2004: 74%

Corporate Strategy – Percentage of journeys to work (TDBC) by public transport, walking or cycling or as a car passenger.  
 2007/08: 28.3%; 2005/06: 25.5%

NI 175 Access to services and facilities by public transport, walking and cycling (LAA)

Accessibility in Somerset (LAA)

KEY TO TERMS

SCC	Somerset County Council
LDF	Local Development Framework
LAA	Local Area Agreement
NI	National Indicator

## AIM 3: Crime

### Promoting safer communities and tackling anti-social behaviour

As a member of the Somerset West Taunton Deane Crime and Disorder Partnership, we strive to reduce levels of crime, anti-social behaviour and the fear of crime in Taunton Deane.

The Police are the main agency for tackling crime, however through partnership working we can make a considerable impact and our influence is **MEDIUM**

<b>Objective 8: <u>OVERALL CRIME</u></b>			
<b>To reduce overall crime in Taunton Deane. Target to be <u>as</u> determined through 'Safer Communities' theme of LAA in Jan 08</b>			
<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Deliver Somerset Community Safety Plan 2008-2010 by <u>delivering Corporate Strategy objectives 8 and 9 contributing to partnership activities and delivery Corporate Strategy crime objectives</u>	✓	✓	
<u>Focus on reducing serious acquisitive crimes e.g. burglary, robbery and vehicle crime</u>	✓	✓	✓
<u>Identify sites for the introduction of 5 CCTV cameras in Halcon by 2010 (funding secured)</u>	✓	✓	✓
<u>Deliver Wellington Community Justice scheme and investigate expansion into social housing related cases in wider Taunton Deane area</u>	✓	✓	✓
<u>Focus on reducing and preventing volume crimes (common assault, vehicle crime and criminal damage)</u>	✓	✓	✓
<u>Review the success of the Wellington restorative justice scheme pilot and support further expansion if successful</u>	✓	✓	✓

<b>Objective 9: <u>VIOLENT CRIME</u></b>			
<b>To reduce the incidence of violent crime in Taunton Deane <u>by reducing alcohol related harms</u>. Target to be <u>as</u> determined through 'Safer Communities' theme of LAA in Jan 08</b>			
<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Enforcement of licensing laws to meet the four licensing objectives of public safety, prevention of nuisance, prevention of harm to children and prevention of crime and disorder	✓	✓	✓
<u>Work with Pubwatch to help finance and introduce search wands to pubs and clubs in Taunton to prevent knife crime</u>	✓	✓	✓



Delivery of night-time economy plan in partnership with the police. Key actions being the 'three strikes' initiative and the 'drink safe, be safe' campaign <u>Deliver the STARC action plan through partnership working to tackle alcohol related crime through prevention, enforcement and education</u>	✓	✓	✓
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**Objective 10: ANTI-SOCIAL BEHAVIOUR**

**To reduce anti-social behaviour incidents in Taunton Deane. Target to be as determined through 'Safer Communities' theme of LAA in Jan 08**

Key Activities	2009/10	2010/11	2011/12
Support Neighbourhood Policing – fund a dedicated Taunton Deane PCSO and work closely with PCSO's, Local Action Teams, <u>Street Pastors</u> and partners to provide a more co-ordinated and effective approach to tackling anti-social behaviour	✓	✓	✓
Devise and deliver a program of actions to tackle antisocial behaviour hotspots, identified through the database and partnership working	✓	✓	✓
Continue identifying and implementing youth diversionary activities and facilities, including sports and arts activities e.g. <u>VIBE, Energize</u>	✓	✓	✓
<del>Provide training and support to the Antisocial Behaviour Officer to tackle antisocial behaviour through partnership work, youth provision and diversion work e.g. ASBOs, the three strike policy and other means.*</del>	✓	✓	✓
<del>Deliver the STARC** action plan through partnership working to tackle alcohol related crime through prevention, enforcement and education</del>	✓	✓	✓

~~\* This objective depends on continued funding from the Crime and Disorder Reduction Partnership for this post~~

**Objective 11: FEAR AND PERCEPTION OF CRIME**

**To reduce the fear and perception of crime by 5% per year to 2009 (from ~~March 2007 baseline – 25%~~) Target as determined through 'Safer Communities' theme of LAA**

Key Activities	2009/10	2010/11	2011/12
Implement actions from the 'Safer and Stronger Communities' element of the LAA to reduce fear of crime	✓	✓	✓
Support and promote the increased security of	✓	✓	✓

resident's properties through the Handyman Scheme, the Bobby Van initiative and the payment of grants via Age Concern, to improve the security of vulnerable properties and prevent repeat burglary			
<u>To help address fear of crime in children and young people through the improved design of our parks and open spaces</u>	✓	✓	✓

### **CRIME - Key Performance Indicators and Baselines**

The Following Performance Indicators will demonstrate levels of progress against our Objectives and the 'Crime' Aim. The key indicators will be reported to Managers and Members as part of a 'Dashboard' the Council's performance monitoring arrangements to help assess progress against the Corporate Strategy.

#### **Objective 8:**

Corporate Strategy – Overall number of crime incidents (basket of crimes)  
2006/07 5,101; Baseline 2003/04: 5,245 incidents

NI 16 Serious acquisitive crime rate (NI 16)

NI 30 Reoffending rate of prolific and priority offenders (NI 30)

NI 32 Repeat incidents of domestic violence (NI 32)

BV 126 – Domestic burglaries per 1,000 households  
2006/07 6.7; Baseline: 2004/05: 4.5

BV 128 – Vehicle crimes per 1,000 population  
2006/07: 9.6; Baseline 2004/05: 10.8

#### **Objective 9:**

Corporate Strategy – Violent crime incidents  
2006/07 1,952 incidents; Baseline 2003/04: 1,340 incidents

~~BV 127a – Violent crimes per year per 1,000 population  
Baseline: 2006/07: 18.3~~

~~BV 127b – Robberies per year per 1,000 population  
Baseline: 2006/07: 0.29~~

NI 15 Serious violent crime rate

NI 20 Assault with injury crime rate

NI 39 Rate of hospital admissions per 100,000 population for alcohol related harm (LAA)

LPI 49 – Percentage of inspections of licensed premises  
2006/07 100%; Baseline: 2004/05: 100%

**Objective 10:**

Corporate Strategy – Antisocial behaviour incidents (criminal damage)  
2006/07 2,054 incidents; Baseline 2003/04: 1,977 incidents

LPI 30 – Percentage of council tenants who have reported anti-social behaviour / neighbour nuisance in the past 12 months, satisfied with the service received  
2006/07 44.2%; Baseline: 2004/05: 64%

~~Corporate Strategy – The number of attendances of arts activities supported by the Council  
(Baseline to be established 2007/08)~~

NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police (LAA)

NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour

NI25 Satisfaction with the way the police and local council dealt with anti-social behaviour between BME

NI 111 First time entrants to the Youth Justice System aged 10-17 (LAA)

NI 115 Substance misuse by young people (LAA)

**Objective 11:**

Corporate Strategy (and LAA) – The percentage of residents that fear crime (using the Somerset LAA fear of crime survey)  
2006/07: 25%; Baseline 2003/4: 23%

**KEY TO TERMS**

CCTV	Closed Circuit Television
LAA	Local Area Agreement
STARC	Somerset Tackling Alcohol Related Crime
PCSO	Police Community Support Officer
VIBE	Youth Club e.g. Wellsprings VIBE
NI	National Indicator
BME	Black and Minority Ethnic

## AIM 4 – Healthy Living

### Promoting healthy and sustainable communities

Under Healthy Living, our highest priority is to deliver housing and to meet the requirements of those with greatest housing need. Housing is fundamental to the general health and well-being of our citizens and we have focussed on enabling more affordable housing and tackling homelessness in the Deane.

The Regional Spatial Strategy for the South West has designated Taunton as a Strategically Significant Town. With this comes an increased level of required housing growth. Taunton is now recognised as a New Growth Point, a partnership arrangement between Central Government and local service providers to deliver higher levels of growth. However, progress in the past 12 months has been adversely affected by the downturn in the global and national economy. The outlook for the next 12 months looks to be particularly challenging.

Our other main priority is around promoting healthy activities for the community, ensuring we respond to the needs of different age groups, recognising the contribution made from sports, arts and culture.

The Council is the Housing Authority but is still required to work closely in partnership to deliver many of our objectives. Our influence for Healthy Living is **HIGH**

<b>Objective 12: <u>DELIVERY OF HOUSING INCLUDING AFFORDABLE HOUSING</u></b>			
<b><del>To enable the building of 720 units of affordable housing between April 2008 and March 2011 to contribute substantially towards the affordable housing target for Taunton Deane</del></b>			
<b><u>To make provision for the delivery of a target of 3,000 dwellings (1,000pa) including 700 affordable dwellings (233 pa) between April 2009 and March 2012, to contribute towards meeting general needs and those for affordable housing</u></b>			
<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Deliver the Local Development Framework for all types of housing need, including low cost and social housing. <u>To work towards delivering New Growth Point status by preparing the Local Development Framework in a timely manner, to provide an up-to-date policy framework and allocate sites for development. Alongside this, to prepare a protocol, later to become a Supplementary Planning Document, on affordable housing delivery</u>	✓	✓	✓
<u>Ensure the availability of a five year supply of specific deliverable housing sites</u>	✓	✓	✓
Planning Gain through Section 106 agreements	✓	✓	✓

– negotiations with developers and <u>Registered Social Landlords</u> to meet a targeted proportion of <u>social housing and other subsidised housing affordable housing in the most appropriate mix and tenure</u>			
Utilise council owned and other sites to develop <u>social and other subsidised housing all forms of affordable housing.</u>	✓	✓	✓
Investigate new approaches to delivering <u>intermediate housing. Pursue innovative and creative approaches to delivering all forms of affordable housing</u>	✓	✓	✓
Ensure that all Council-owned residential properties comply with the Government's Decent Homes Standard by March 2011	✓	✓	✓

**Objective 13: HOMELESSNESS**

**To reduce the number of homeless households in temporary accommodation by 50% by 2010, with an emphasis on homelessness prevention**

<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Prevention – Deliver the <u>issues in the Planning Out Homelessness Strategy actions within 'Making Homes, Helping People, Changing Lives (2008-11)'</u> around preventing homelessness <u>with the aim of ensuring that there are no rough sleepers within the Deane by 2012</u>	✓	✓	✓
Supply - Deliver the <u>issues in the Planning Out Homelessness Strategy actions within 'Making Homes, Helping People, Changing Lives (2008-11)'</u> around increasing housing supply for the homeless	✓	✓	✓
Support - Deliver the <u>issues in the Planning Out Homelessness Strategy actions within 'Making Homes, Helping People, Changing Lives (2008-11)'</u> around improving support for the homeless	✓	✓	✓

**Objective 14: COMMUNITY SUPPORT AND HEALTHY LIFESTYLES**

**To promote healthy activities to meet the needs of the wider community, responding to the needs of different age groups and recognising the contribution made from sports, art and culture**

**We will promote the benefits of healthy living to everyone. We will encourage and support participation in sports, art, culture and volunteering. We will respond to the specific needs of different parts of the community**

<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Consider all options for delivering new opportunities for public swimming in Taunton Deane including the construction of a new 25m pool in Taunton	✓	✓	✓
<u>Deliver the actions identified in the Play Strategy 2007-12 to improve play provision in priority areas</u>	✓	✓	✓
Deliver the actions identified in the Play Strategy (2007-12) to improve play provision in priority areas <u>with a specific focus on:</u> <ul style="list-style-type: none"> <li>• <u>Continue the programme of constructing new and improved play spaces including more risky play and natural settings to encourage greater physical activity and social interaction among children. Hamilton Gault Park, Oake Recreation Ground and Taunton Green will be improved in 2009/10</u></li> <li>• <u>Continue to manage the Play Ranger Service in Halcon and Pyrland to encourage more parents to allow their children to play freely out of doors</u></li> </ul>	✓	✓	✓
<u>Continue to develop projects and to support 'Friends' groups to encourage more people to make use of public parks. Examples include French Weir Fun Day and Vivary Sensory Garden (among others)</u>	✓	✓	✓
Promote and support health activities for the elderly, such as the 'Prime' package from Tone Leisure (2007), and other initiatives (Flexercise, MEND, health walks etc)	✓	✓	✓
<u>Implementation of the Free Swim initiative for the over 60s and under 16s in Wellington and Taunton</u>	✓	✓	
<u>Delivery of the overall mission 'More People, More Active, More Often', aiming to increase participation in sport and active recreation</u>	✓	✓	✓
<u>Continued development of community outreach projects that promote healthy lifestyles. Delivery to be achieved by working in partnership with organisations such as the PCT and Children's Centres</u>	✓	✓	✓
<u>Continued delivery of Active Somerset, achieving Taunton Deane targets</u>	✓		
<u>Preparing Support Plans and providing support and advice to elderly people in Sheltered Housing and Extra-Care Housing in order to help them maximise personal independence</u>	✓	✓	✓

<u>The delivery of a suit of services to a range of vulnerable people to in order to help them to continue to live independently. This to include: Deane Helpline, telehealth and telecare solutions, disabled facilities Grants, Home Aid Service and Handyman Service</u>	✓	✓	✓
<u>Ensure that 1 in 10 of all new social housing units are for disabled accommodation, and 1 in 10 of all new social housing units are for 'move on' accommodation. Investigate and deliver opportunities to provide additional accommodation for 'care leavers'</u>	✓	✓	✓
<u>Through the Somerset Fuel Poverty Partnership, prepare baseline survey work to establish the percentage of people that receive income related benefits that live in homes with low energy efficiency. Use this information to prepare a Action plan that will guide direct support to households in most need of assistance</u>	✓		
<u>Work with the CVS and other voluntary organisations to increase the numbers of people who volunteer and the time they spend volunteering</u>	✓	✓	✓
<u>Working with SCC and other districts to agree and implement improved arrangements for commissioning and delivery of infrastructure services such as CVS. Continue to support large voluntary organisations through both service level agreements and in-kind support. Continue to support smaller voluntary groups by administering the voluntary sector grants scheme (and other such schemes) and providing officer support where possible</u>	✓	✓	✓

### **Healthy Living - Key Performance Indicators and Baselines**

The Following Performance Indicators will demonstrate levels of progress against our Objectives and the 'Healthy Living' Aim. The key indicators will be reported to Managers and Members as part of a 'Dashboard' the Council's performance monitoring arrangements to help assess progress against the Corporate Strategy.

#### **Objective 12:**

~~QoL 37 - Affordable dwellings completed (Number of, and as a percentage of all new housing completions)~~

~~2006/07 53; 14.2%; Baseline 2004/05: 48; 10.7%~~

NI 154 Net Additional homes provided (LAA)

NI 155 Number of affordable homes delivered (gross) (LAA)

NI 159 Supply of ready to develop housing sites

BV 212 - Average time taken to re-let local authority housing  
2006/07 16.9 days; Baseline: 2005/06: 16.4 days

~~BV184a — Proportion of Local Authority homes which were non decent at 1<sup>st</sup> April  
2007/08 15%~~

NI 158 Percentage of decent council homes

**Objective 13:**

~~Corporate Strategy — Homeless Households in temporary accommodation  
31/03/07: 51; Baseline: 30/6/05: 94~~

NI 156 Number of homes in temporary accommodation

BV 202 – The number of people sleeping rough on a single night within the area of the authority  
2006/07 10; Baseline: 2005/06: 4

BV 203 – The percentage change in the average number of families placed in temporary accommodation  
2006/07 -34%; Baseline: 2004/05: -11.9%

BV 213 – The number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.  
2006/07 6 per 1,000 households; Baseline: 2005/06: 4 per 1,000 households

BV 214 - Repeat Homelessness: Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years. 2006/07 4.9%; Baseline: 2005/06 8%

**Objective 14:**

Corporate Strategy - The number of TDBC owned youth facilities provided on open spaces (includes MUGAs, shelters, kickabouts and others)  
Baseline 2006/07: 15

~~Corporate Strategy — The percentage of over 16's participating in moderate intensity activity 3 times a week for 30 minutes Baseline 2006/07 21.3%~~

Corporate Strategy – The number of elderly persons or people with health needs (e.g. obesity) that have benefited from Health Activities provided through the Council and Tone Leisure (Baseline to be established)

Corporate Strategy – The satisfaction with (a) sports and leisure facilities;



(b) Parks and Open Spaces (Baseline: 2006/7: (a) 69%; (b) 85%)

NI 119 Self reported measure of people's overall health and well-being

NI 08 Adult participation in sport

NI 56 Obesity in primary school age children in Year 6 (LAA)

NI 121 Mortality rate from all circulatory diseases at ages under 75 (LAA)

NI 137 Healthy life expectancy at age 65 (LAA)

NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently (LAA)

NI 142 Percentage of vulnerable people who are supported to maintain independent living (LAA)

NI 147 Care leavers in suitable accommodation (LAA)

NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating (LAA)

NI 06 Participation in regular volunteering (LAA)

NI 07 Environment for a thriving third sector (LAA)

## KEY TO TERMS

PCT	Primary Care Trust
CVS	Council for Voluntary Services
SCC	Somerset County Council
LAA	Local Area Agreement
NI	National Indicator
MUGA	Multi Use Games Area

## AIM 5 - Environment

### Safeguarding and Enhancing the local environment

We aim to manage a clean and safe environment and will achieve this through our services and partnerships, most significantly the Somerset Waste Partnership. Residents and visitors alike value the high quality of the physical environment of the Borough and we will continue to protect and enhance it. We will also improve sustainability in Taunton Deane, using our influence to promote energy efficiency, tackle climate change and reduce the emission of greenhouse gases.

The Council is responsible for many aspects of the Taunton Deane environment including its cleanliness (Street cleaning), presentation (Britain in Bloom) and development (Planning). We also have a significant impact on the environment through recycling, and climate change. Our influence on the Environment is **HIGH**

<b>Objective 15: <u>CLEANLINESS OF LOCAL ENVIRONMENT</u></b>			
<b>To increase to at least 78% 80% the percentage of people who are satisfied with the cleanliness of their local environment by 2009-2010</b>			
<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Holistic management of the environment, linking highways, parks, open spaces, car parks, river and canal and other street scene areas. Achieve improved partnership and cross-service working	✓	✓	✓
Improve methods and approach to street cleansing such as taking a responsive approach to tackling areas that need cleaning (rather than strictly following a rota)	✓	✓	✓

<b>Objective 16: <u>RECYCLING</u></b>			
<b>To increase participation in the recycling service through promotion and enforcement focussing on maintaining the percentage of household waste recycled to 45% by the end of 2008/09 and 47% by the end of 2009/10 52% by 2011</b>			
<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Expanded delivery, promotion and enforcement of the recycling service, focussing on maintaining high levels of awareness, overcoming obstacles and enforcing compliance where necessary	✓	✓	✓
Ringfence contract savings from the Somerset Waste Partnership to expand and improve the recycling service to include other types of waste, such as plastics and cardboard	✓	✓	
Work closely with the Waste Board to ensure we meet the 2020 European Landfill target of reducing biodegradable municipal waste	✓	✓	✓

landfilled to 35% of that produced in 1995			
<b>Objective 17: <u>CLIMATE CHANGE</u></b> <b>To actively promote sustainability in Taunton Deane with a focus on climate change, energy efficiency and renewable energy, to reduce our carbon footprint on the environment.</b>			
<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Follow up our signing of the Nottingham Declaration on Climate Change by establishing a baseline of carbon emissions and carbon reduction targets. This will lead to developing a Climate Change Strategy to provide a joined-up approach to promoting sustainability, tackling climate change and reducing emissions	✓	✓	✓
Reduce carbon emissions by adopting the BREEAM excellence standards for commercial construction on all Council owned land. This will include construction on Firepool and other Project Taunton sites	✓	✓	✓
Ensure that new housing built through Housing Corporation funded schemes meet a minimum of level 3 of the Code for Sustainable Housing from 2007/08, with a view to increasing this level from 2008/09	✓	✓	✓
Meet the government target of improving energy efficiency by 30% on housing in Taunton Deane (1995-2010) through various housing initiatives	✓	✓	✓
Review our existing buildings to ensure they are 'green' (using renewable energy suppliers, water saving measures, waste separation and recycling, energy saving lightbulbs etc)	✓	✓	

<b>Objective 18: <u>FLOODING</u></b> <b>To reduce the risk of flooding to Taunton town centre so as to enable development sites to come forward and to ensure that measures are in place to respond to flooding when and if it occurs within Taunton Deane</b>			
<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
To construct flood alleviation measures to enable the development of Firepool	✓	✓	✓
To continue to have suitable contingency procedures in place should flooding occur <i>(need to include commitment to raising public awareness of what to do in event of flooding)</i>	✓	✓	✓
To investigate other areas of flood risk as they occur	✓	✓	✓
To financially support the Somerset Water Management Panel <i>(consider deletion – how does this contribute towards flood prevention)</i>	✓	✓	✓

**Objective 18: CLIMATE CHANGE & ENVIRONMENTAL SUSTAINABILITY**  
**To actively promote environmental sustainability in Taunton Deane with a focus on: climate change and reducing our carbon footprint; reducing flood risk to enable the regeneration of Taunton town centre and to ensure that measures are in place to respond to flooding events within Taunton Deane; and to protect and enhance the biodiversity of the natural environment**

Key Activities	2009/10	2010/11	2011/12
Follow up our signing of the Nottingham Declaration on Climate Change by establishing a baseline of carbon emissions and carbon reduction targets. This will lead to developing a <u>Climate Change Strategy</u> Following the establishment of our carbon emissions baseline, prepare a Carbon Management Plan to provide a joined-up approach to promoting sustainability, tackling climate change and reducing emissions	✓	✓	✓
Reduce carbon emissions by adopting the BREEAM excellence standards for commercial construction on all Council owned land. This will include construction on Firepool and other Project Taunton sites	✓	✓	✓
Ensure that new housing built through Housing Corporation funded schemes meet a minimum of level 3 of the Code for Sustainable Housing from 2007/08, with a view to increasing this level from <del>2008/09</del> <u>2009/10</u>	✓	✓	✓
Meet the <u>Home Energy Conservation Act (HECA)</u> government target of improving energy efficiency by 30% on housing in Taunton Deane (1995-2010) through various housing initiatives	✓	✓	✓
Review our existing buildings to ensure they are 'green' (using renewable energy suppliers, water saving measures, waste separation and recycling, energy-saving lightbulbs etc)	✓		
<del>To construct flood alleviation measures to enable the development of Firepool</del>	✓	✓	✓
To continue to have suitable contingency procedures in place should flooding occur <u>and to work with partners to raise public awareness regarding what to do in the event of flooding</u>	✓	✓	✓
<u>To work with partners such as the Environment Agency and the Parrett Catchment Project</u> to investigate other areas of flood risk as they occur	✓	✓	✓
To financially support the Somerset Water Management Panel	✓	✓	✓

<p><u>To protect and enhance the biodiversity of the natural environment through</u></p> <ul style="list-style-type: none"> <li>• <u>implementation of the Council's Biodiversity Action Plan</u></li> <li>• <u>meeting the actions of the Health of the Natural Environment Agreement</u></li> <li>• <u>careful control of planning applications where species and habitats are an issue</u></li> </ul>			
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## **ENVIRONMENT – Key performance Indicators and Baselines**

The Following Performance Indicators will demonstrate levels of progress against our Objectives and the 'Environment' Aim. The key indicators will be reported to Managers and Members as part of a 'Dashboard' the Council's performance monitoring arrangements to help assess progress against the Corporate Strategy.

### **Objective 15:**

BV89 – Percentage of people satisfied with cleanliness standards of the local environment

2006/07 73%; Baseline 2003/4: 72.5%

~~BV 199.1 The proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level~~

~~2006/07 14%; Baseline 2005/06: 19.5%~~

~~BV 199.2 – The proportion of relevant land and highways from which unacceptable levels of graffiti are visible~~

~~2006/07 1.4%; Baseline 2005/06: 3.5%~~

~~BV 199.3 – The proportion of relevant land and highways from which unacceptable levels of fly posting are visible~~

~~2006/07 0%; Baseline 2005/06: 0%~~

~~BV 218.2 – Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle~~

~~2006/07 98.3%; Baseline 2005/06: 96.8%~~

NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)

NI 196 Improved street and environmental cleanliness (fly tipping)

### **Objective 16:**

~~Corporate Strategy: Overall percentage of household waste recycled (including composting)~~

~~2006/07 41.0%; Baseline 2005/06: 25.5%~~

~~BV 82ai — Percentage of household waste arising which have been sent by the Authority for recycling  
2006/07 23.9%; Baseline 2005/06: 18.9%~~

BV 82bi - The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion  
2006/07 17.1%; Baseline 2005/06 6.6%

NI 191 Residual household waster per household (LAA)

NI 192 Household waste recycled and composted  
2007/08; x%; Baseline 2005/06: 25.5%

NI 193 Percentage of Municipal waste landfilled

**Objective 17:**

Corporate Strategy – Improvement in energy efficiency of housing stock in Taunton Deane since 1995 (Baseline: 2006/07: 19.9%)

~~Corporate Strategy — Reduction in carbon emissions as a direct result of the Council's work or influence (Baseline: to be established in 2008/09)~~

NI 185 CO2 reduction from Local Authority operations (LAA)

NI 186 Per capita CO2 emissions in the LA area (LAA)

NI 188 Adapting to climate change (LAA)

NI 189 Flood and coastal erosion risk management

Health of the Natural Environment basket of measures (LAA)

**KEY TO TERMS**

BREEAM	BRE Environmental Assessment Method
CO2	Carbon Dioxide ('greenhouse' gas)
LAA	Local Area Agreement
NI	National Indicator

## AIM 6 - Delivery

### Delivering accessible, value for money services

We aim to deliver value for money services that are customer focussed and accessible by everyone. To this end, we aim to achieve high levels of customer satisfaction, ensuring we provide value for money services, improving on our approach to Equalities and providing a consistent high standard of response to our customers.

This is increasingly being delivered through partnership working such as South West One, however we have direct responsibility for our service Delivery and our influence on this is **HIGH**

<b>Objective 19: <u>VALUE FOR MONEY</u></b>			
<b>To provide value for money services where overall satisfaction with the Council is in the top quartile nationally, over 60% of national BVPIs perform above English average is high, priority services perform well and council tax charges are in the lowest quartile when compared with other of English districts</b>			
<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Continue to develop Pioneer Somerset - enhanced two-tier working across all the Somerset councils to make annual efficiency savings and improve quality and accessibility of services to residents	✓	✓	✓
Achieve a minimum Level 3 <u>of the revised Audit Commission 'Use of Resources Assessment' which includes rating for CPA 'Value for Money' as an integral theme.</u> annual assessment by implementing key recommendations from the Audit Commission assessment of the Council	✓	✓	✓
<del>Allocate specific funding for 'Area Working' initiatives to enable projects to be delivered in partnership that will benefit local communities</del>	✓	✓	✓
Explore using other partnerships and means of delivery that will improve value for money, (e.g. the Somerset Waste Board and the relocation of the nursery)	✓	✓	✓
Improve customer perception and satisfaction of the Council through delivering the five core communications actions recommended by the LGA that promote effective communication	✓	✓	✓
Strengthen the role of Scrutiny at the Council to drive improvement, including developing the review of Value for Money and Performance and delivering more outcome-focussed task and finish reviews.	✓	✓	✓
Develop Procurement through collaboration with South West One to achieve savings	✓	✓	✓

targets, better quality, cost effective services and support our objectives around economy, sustainability and equalities			
<u>Continue the Council's Transformation Programme to further improve efficiency and track realisation of benefits</u>	✓	✓	✓
<u>To maximise our contribution to delivering the Local Area Agreement</u>	✓	✓	✓

**Objective 20: EQUALITIES**

**To achieve level 4 of the Equality Standard for Local Government by the end of 2010 and to attain Level 5 by 2012 To obtain 'Emerging' level of the Equality Framework for Local Government by April 2010 and 'Achieving' level by April 2011**

<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Deliver effective Equalities Training to managers, staff and councillors and ensure this training is implemented at every level through the staff appraisal, committee reporting and service planning mechanisms	✓	✓	✓
Work through the requirements to progress the Council through Levels 2 to 5	✓	✓	✓
Improve engagement of BME communities through good service interface, use of an Equalities Forum and translation policies – all informed through customer feedback	✓	✓	✓
Adopt the government's 'Rural Proofing' commitment by ensuring that all our key policies are rural-proofed in future to ensure they have an appropriate focus on rural needs and circumstances	✓	✓	✓
<u>Work through the requirements of the Equality Framework for Local Government to progress through Emerging, Achieving and Excellent levels.</u>	✓	✓	✓
<u>Improve engagement of communities through use of Equalities forums and contact with community groups, and use the information to ensure the council provides fair, equal and accessible services for all</u>	✓	✓	✓
<u>Carry out Equality Impact Assessments on current and future policies, functions, strategies and projects and make these available for public inspection</u>	✓	✓	✓

**Objective 21: PUBLIC CONTACT**

**To ensure that 80% 90% of service enquiries to the Council are**



<b>consistently resolved at the first point of contact by 2015 2012</b>			
<b>Key Activities</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Work closely with our SouthWest One partners to modernise and improve transactional and back office services, and improve access to and delivery of customer-facing services	✓	✓	✓
Implement the Customer Access Strategy to deliver our services where and when they are required. Promote and monitor the Customer Contact Standards.	✓	✓	✓
Develop the management of complaints and consultation to ensure that consistent messages from the public are identified, fed through to services and result in service improvements	✓	✓	✓
Use the demographic and social information available to focus our services more effectively on meeting the changing needs of the Taunton Deane community (e.g. aging population)	✓	✓	✓
Implement appropriate <u>Review Human Resources policies and training requirements</u> to manage the cultural change and workforce development required to achieve the above key activities	✓	✓	✓

### **DELIVERY - Key Performance Indicators and Baselines**

The Following Performance Indicators will demonstrate levels of progress against our Objectives and the 'Delivery' Aim. The key indicators will be reported to Managers and Members as part of a 'Dashboard' the Council's performance monitoring arrangements to help assess progress against the Corporate Strategy.

#### **Objective 19:**

~~Corporate Strategy: CPA Rating for Value for Money Assessment  
2006/07 3 out of 4; Baseline 2005/06: 3 out of 4~~

~~Corporate Strategy: Percentage of BVPIs that are above the English District Average  
2006/07 53%; Baseline 2003/04: 65%~~

~~Corporate Strategy: Percentage of BVPIs that are in the national top quartile  
2006/07 29%; Baseline 2003/04: 33%~~

~~Corporate Strategy: Average Band D Council Tax, and percentile when compared to other English District Councils  
2006/07 £125.54, 24<sup>th</sup> percentile; Baseline 2005/06: £121.88, 24<sup>th</sup> percentile~~

~~BV 3 – The percentage of citizens satisfied with the overall service provided by the authority (2006/07: 57%; Baseline: 2003/04: 69.8%)~~

NI 05 Overall general satisfaction with the local area

NI 179 Value for money – total net value of on-going cash-releasing value for money gains

**Objective 20:**

~~BV 2a – The level of the Equality Standard for Local Government to which the authority conforms (2006/07 Level 2; Baseline 2005/06 Level 1)~~

Corporate Strategy – The level of the Equality Framework to which the authority conforms

NI 01 % of people who believe people from different backgrounds get on well together in their local area

**Objective 21:**

Corporate Strategy: The percentage of service enquiries to the Council resolved at first point of contact

2006/07 61.5% of services linked to Customer Services;

Baseline 2005/06: 60% of services linked to Customer Service

NI 14 Avoidable contact: the proportion of customer contact that is of low or no value to the customer

**KEY TO TERMS**

LGA            Local Government Association

LAA            Local Area Agreement

NI              National Indicator

## TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 4 FEBRUARY 2009

### REPORT OF THE FINANCIAL SERVICES MANAGER

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

### GENERAL FUND REVENUE ESTIMATES 2009/10

#### **Executive Summary**

To consider the Executive's final 2009/10 budget proposals, prior to submission to Full Council on 17 February 2009 for approval. This report contains details on:

- 1 The General Fund Revenue Budget proposals for 2009/10, including the proposed Council Tax increase and 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 a "budget setting progress pack" over Christmas. This pack contained details of the draft General Fund Revenue and Capital budgets, along with schedules of possible savings ideas.
- 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 has attended all Group Meetings 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 Overview and Scrutiny Board, and now present their final General Fund Revenue budget proposals for 2009/10.

#### **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 last summer approved a Financial Strategy 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 the current level of services was not an option.
- 2.3 The key objectives of the Budget Strategy were to: -

- To maintain an affordable and sustainable Council Tax position,
- To run an inclusive, open and transparent budget setting process,
- To ensure budgets are realistic, balanced, sustainable and support corporate priorities,
- To maintain a strong balance sheet position,
- To manage spending within budgets,
- To deliver year on year cash and non-cash efficiency savings in line with Government targets,
- To continue to improve on Financial Management, Use of Resources, and Value for Money assessments,
- That General Fund Reserves should be maintained at a minimum of £1.25m (or £1m if being replenished via invest to save initiatives),
- That Housing Revenue Reserves should not fall below £150 per dwelling.

### **3. Budget Strategy 2009/10**

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 good front-line service provision.

3.2 The Profile of Services and subsequent savings targets and delivery plans has ensured that the Council is directing it's limited resources towards our Corporate Objectives:-

- Economy – regenerating Taunton and strengthening the economy of the Borough.
- Transport – minimising the growth in traffic congestion.
- Crime – promoting safer communities and tackling anti-social behaviour.
- Healthy Living – promoting healthy and sustainable communities.
- Environment – safeguarding and enhancing the local environment.
- Delivery – delivering accessible, value for money services.

3.3 The General Fund Reserve is currently forecast to be at £1.4m at the end of March 2009. Given the limits set down in the Financial Strategy 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. The Executive are also aware that the forthcoming Core Council review will require the use of reserves to fund some one off costs associated with the review. As a consequence a further review of reserves has been commissioned and is reported elsewhere on this agenda.

3.4 As with earlier years, there is no contingency built into the 2009/10 budget. All requests for new funding must be presented as supplementary estimates from the General Fund Reserve.

#### **4. The Budget Setting Process 2008/09**

- 4.1 The MTFP was updated over the summer to reflect the latest estimates from officers on unavoidable costs. The MTFP results for 2009/10 were presented to the Overview and Scrutiny Board on 13 October 2008. The Budget Strategy was presented to the Board on 30 October 2008.
- 4.2 The current Profile of Services is included at Appendix A, the Executive are proposing no changes to the Profile for 2009/10. The profile reflects the priorities set out in the current Corporate Strategy.
- 4.3 Using the Profile of Services as the framework for ensuring that resources would be matched to priorities in the 2009/10 budget, Corporate Management Team and Members of the Executive issued savings targets to Managers.
- 4.4 Managers were tasked with reviewing options for delivering the savings, and asked to complete a Savings Delivery Plan for each service area. The savings plans have been shared and debated widely including :-
- The Overview and Scrutiny Board 27 November 2008,
  - The Executive 4 December 2008,
  - Included in the Pre-Christmas Budget Progress Pack to all Councillors, which also included an update on the budget gap, which stood at £1.548m at that time.

#### **5. Savings Delivery Plans**

- 5.1 The full set of savings plans have already been circulated to all Members and are not reproduced here. If further copies are required then please contact Financial Services on 01823 356418. There are two changes to report since the original versions were published in December: -
- Saving "C2, Flooding Hotspots Budget - £8,000" within the Other Savings Group – the Executive propose to not take this saving but instead direct these monies towards funding the rental of land near the market site to British Waterways, this previously had a public acceptability rating of "1". This item had been included in the budget gap shown in the Christmas Consultation Pack.
  - Saving "B2, Increase the cost of Junior Football - £1,010" within the Parks Service Group – the Executive have reconsidered this item and now propose to not take this saving. This previously had a public acceptability rating of "2". This item was not included in the budget gap reported in the Christmas Consultation Pack.
- 5.2 The Executive propose to take public category 1 and 2 savings items, plus three category 3 items. The financial impact of the savings delivery plans is set out in the table below and take into account the changes to the plans mentioned in the paragraph above:

<b>Public Savings Category</b>	<b>Amount Generated (Public Category) £000</b>	<b>Cumulative Amount £000</b>	<b>Forecast Budget Gap £000</b>
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Current Gap			1,548
Category 1	264	264	1,284
Category 2	165	429	1,119
Category 3			
• Planning: D1 (reduction in Heritage & Landscape grants)	1	436	1,112
• Environmental Health: D6 (reduction in dog bin budget)	2		
• Policy: D3 (relocatable CCTV)	4		

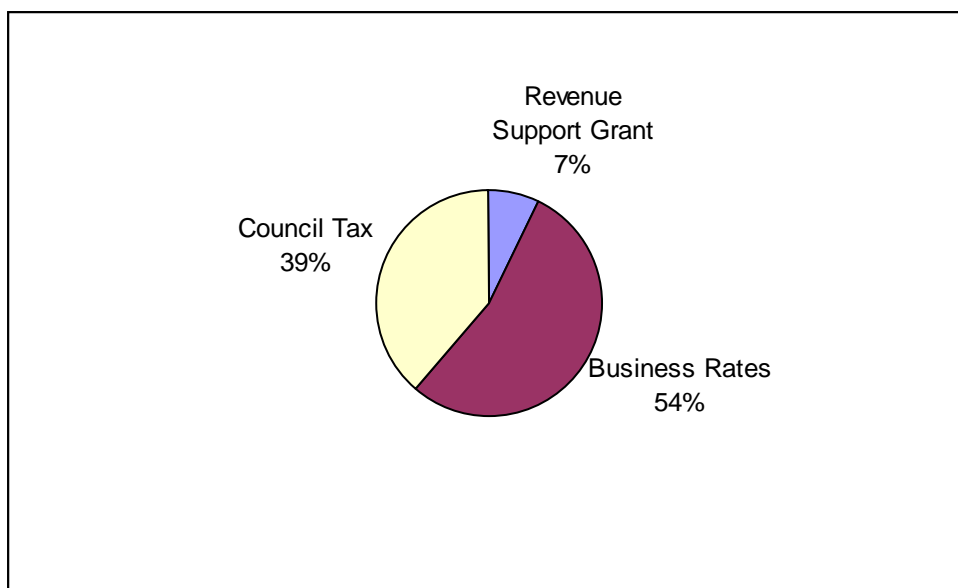
## 6. Budget Consultation

- 6.1 Further consultation sessions on the budget are being arranged with the Taunton Chamber of Commerce and Taunton Town Centre Company. A verbal update on their comments will be provided at the meeting.

## 7. The General Fund Budget - Background & Grant Settlement

### Background

- 7.1 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.
- 7.2 The Council makes charges for some of its services which means that less has to be funded from general taxation the taxpayer and central Government. The expenditure that remains is funded by 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 2008/09:



### Local Government Finance Settlement 2009/10

7.3 In 2008/09 the Council received a total of £8.369m from Central Government via the Finance Settlement. On 21 January the Council received final settlement figures from Central Government for 2009/10 and these are unchanged to the draft settlement figures received prior to Christmas and from that announced back in January 2008. Draft figures have also been issued for 2010/11.

7.4 Part of the methodology ensures that each local authority receives a minimum increase in cash granted: this is known as the “floor”. For 2009/10 the floor in place for district tier councils is 0.5%.

7.5 The table below summarises this the figures issued:-

	2008/09 £'000	2009/10 (Final) £'000	2010/11 (Provisional) £'000
Government Settlement (RSG and NDR)	8,369	8,536	8,721
Year on Year Change (£)		+167	+185
Year on Year Change (%)		+2.00	+2.17

In total, the Government's contribution towards our spending requirement has risen by £167k (2.00%) for next year.

7.6 The tables below summarises the draft grant settlements by type of authority and across Somerset:-

### RSG/NNDR Increases 2008/9 to 2010/11

	Floor 2008/09 %	Floor 2009/10 %	Floor 2010/11 %
Shire Districts	1.00	0.50	0.50
Education/Social Services Authorities	2.00	1.75	1.50
Police Authorities	2.50	2.50	2.50
Fire Authorities	1.00	0.50	0.50

### RSG/NNDR Increases 2008/09 to 2009/10

	2008/09 £m	2009/10 £m	% Increase	£ Per Population
Mendip	8.209	8.312	1.25	74.91
Sedgemoor	9.720	9.902	1.87	86.48
South Somerset	10.851	10.984	1.23	68.18
<b>Taunton Deane</b>	<b>8.369</b>	<b>8.536</b>	<b>+2.00</b>	<b>76.17</b>
West Somerset	3.260	3.277	+0.52	90.80
Somerset CC	98.400	104.192	+5.89	194.86

7.7 The DCLG have confirmed that they expect to see Council Tax increases substantially below 5% in 2009/10.

### **8. The Executive's Budget Proposals 2009/10**

8.1 This section outlines the new initiatives proposed by the Executive, some further information on the budget gap projection, and a summary of the overall budget proposal.

### **8.2 New Initiatives / Savings Proposals as Reported to Overview and Scrutiny Board**

#### **NEW INITIATIVES**

##### **Recycling Service**

The current budget gap assumes the introduction of a new recycling service across the Borough from 1 April 2009. The Executive propose to implement the enhanced recycling service (SP2) on a phased basis over the period 2009/10 to 2010/11. This will include the phased withdrawal of the Council's existing bring banks. The phasing of the service over two years will mean that the demand on the Council's current budget gap will reduce by £229k. **(SEE SECTION 10.3 AS THIS HAS BEEN AMENDED IN THE LATEST BUDGET PROPOSALS)**

##### **Sustainable Planning Initiative**

The Executive are proposing to reimburse the planning fee for proposals for micro renewable power generation schemes. The expected loss of income is £3k.

##### **Area Working**

When the 2008/09 budget was set, this included £25k for Area Working.



For 2009/10 the Executive propose to increase this by £3k and to use this money to promote “Participatory Budgeting” within the Borough. This initiative is designed to give residents of the Borough more direct control of where the Council spends its money and this new budget will enable the Executive to promote the scheme within the area. Participatory budgeting will become a statutory requirement from 2012 onwards. **(SEE SECTION 10.3 AS THIS HAS BEEN AMENDED IN THE LATEST BUDGET PROPOSALS)**

#### **Brewhouse**

The current funding agreement means that grant for 2009/10 would reduce by £15,000. The Executive proposes not to take the saving and will reinstate the £15,000 into the base budget.

#### **Agricultural Officer**

This post is part funded from external sources; this funding is due to cease in 2009/10. The Executive propose to continue with this post on a full time basis and the budget gap needs to increase to take this into account. The expected cost is £20k. All posts will be reviewed as part of the Core Council Review.

### **SAVINGS PROPOSALS**

#### **Core Council Review**

The Core Council Review is subject to a separate paper, considered elsewhere on this agenda. The expected saving from phase 1 of this review is £342k.

#### **Vacancy Factor**

A £50k vacancy factor was included in the 2008/09 budget, the Executive propose to continue with this for 2009/10.

#### **Frozen Posts**

Pending the implementation of the full Core Council review, the Executive propose to continue with the freezing of currently vacant posts into 2009/10 – this is expected to save £119k.

#### **Car Parking Service**

The Executive propose to reallocate resources within the Car Parking service – this is expected to generate savings of £25k

#### **Revenue Contribution to Capital**

At present the budget gap includes a £50k revenue contribution to capital to fund an officer bid for Energy Efficiency initiatives within our property portfolio. Given the current budget gap the Executive proposes not to support this scheme in 2009/10.

#### **Use of Housing/Planning Delivery Grant (HPDG)**

The Executive propose to use £30k unallocated HPDG to go towards the Council’s contribution towards Project Taunton.

### **8.3 New Information on the Budget Gap**

The budget gap position has been reported to all Councillors at various

points in the budget setting process. The table below sets out the latest position for information – starting with the gap reported most recently in the Budget Consultation Pack issued in December.

	£000	£000
<b>Budget Gap @ 27 November 2008</b>		<b>1,548</b>
Savings Delivery Plans		(445)
<b>MTFP Changes – Good News</b>		
Car Parking Income – recommendation by the recent TRO panel (on street and off street parking)	(220)	
Recycling – latest cost estimates for an enhanced recycling service	(53)	
Impact of recent VAT changes	(73)	
Recent debt restructuring exercise	(72)	
Revised impact of Car Park closures re Project Taunton	(57)	
Taunton Market - expected additional rental Income	(21)	(496)
<b>MTFP Changes - Bad News</b>		
Tone Leisure Contract – reduced savings target	10	
Investment Returns – expected reduction of base rates to 1% as per our Treasury Management advisors most recent advice	80	
Concessionary Travel – SCC are now forecasting growth in 2009/10 of 28% when compared to 2007/08. Previous budget gaps had allowed only 20%	139	229
<b>Executive Councillors Budget Proposals</b>		
Flooding Hotspots saving no longer taken and the saving redirected towards funding rental of land near the market site to British Waterways	8	
Further allocation to Sustainable Transport Initiatives (budget now £32k)	10	

Proposed reductions to recurring capital schemes which would be funded via a revenue contribution to capital:		
• Grants to Clubs – from £59k to £45k	(14)	
• Play Equipment Grants – from £31k to £20k	(11)	
• Replacement Play Equipment – from £13k to £10k	(3)	
• New Play Equipment – from £13k to £10k	(3)	
• Car Parking Equipment – from £20k to £5k	(15)	
• Taunton Canal Grant – funded from sustainable transport budget	(10)	
• Disabled Facility Grants increase – to be funded from Regional Housing Grant	(100)	(138)
<b>Budget Gap (as per Budget Consultation Pack)</b>		<b>698</b>
<b>New Information on the Budget Gap</b>		
Savings Plan – Proposed Increase in the cost of Junior Football not taken	1	
Recycling – latest cost estimates for an enhanced recycling service	(21)	
General – move from MTFP to “real” budget figures	52	
<b>Budget Gap as reported to Overview and Scrutiny Board 22 January 2009</b>		<b>730</b>

#### 8.4 Executive’s Draft Budget Proposals

Taking into account all of the above information, the draft budget proposals for consideration are as follows:-

	£000	£000
<b>Latest Budget Gap Position</b>		<b>730</b>
<b>New Initiatives/Savings Proposals:</b>		
Recycling Service	(229)	
Sustainable Planning Initiative	3	
Area Working Initiative	3	
Brewhouse Grant cut deferral	15	
Agricultural Officer	20	
Core Council Review	(342)	
Vacancy Factor	(50)	
Frozen Posts	(119)	
Car Parking service savings	(25)	
Reduced Revenue Contribution to Capital	(50)	
Use of HPDG to part fund Project Taunton	(30)	

costs		
<b>PROJECTED BUDGET GAP / (SURPLUS)</b>		<b>(74)</b>

As shown above this leaves a budget surplus of £74k as recently reported to the Overview and Scrutiny Board.

## 9 Overview and Scrutiny Comments

9.1 The Overview and Scrutiny Board considered the Executive's draft budget proposals at their meeting on 22 January 2009. The Board commented on the following items:

- That in the draft budget report there was no further financial commitment to funding for Taunton CAB,
- That in the current financial climate that the inclusion in the draft budget for Participatory Budget was not required,
- The level of savings associated with the Core Council Review and the potential drawdown on reserves.

9.2 The Board made no formal proposals for amending the budget.

## 10 Proposed General Fund Budget 2009/10

10.1 The Executive wishes to present the following proposed budget for 2009/10.

<b>Proposed Total Council Tax Increase = 2.9%</b>
---

10.2 In addition to a 2.9% increase in council tax the Executive have also received further information on the budget gap:

- **Concessionary Travel** – latest information received from Somerset County Council indicates that a further £5k needs to be added to the budget to reflect further refined growth assumptions.
- **Pay Award Provision** – the current budget has a 3% allowance for the pay award in 2009/10, recent reductions in inflation levels suggest that this level of pay award is unlikely in 2009/10. Officers recommend that this is reduced to 2.5%. This will reduce the budget by £24k.
- **Debt Restructuring** – the recent falls in interest rates means that the financial benefit of the debt restructuring exercise which took place before Christmas is likely to increase. The expected benefit is £33k.

## 10.3 New Initiatives (AMENDMENTS TO PROPOSALS OUTLINED IN SCRUTINY BUDGET REPORT)

In addition to the new initiatives reported in section 8 above, and taking into account the comments from the Overview and Scrutiny Board, the Executive wish to make some additions and further refinements to the

initiatives included within the final budget:

- **Recycling Service** – the current budget assumes the introduction of a new phased recycling service across the Borough from 1 April 2009. Negotiations between the Waste Partnership and the contractor, May Gurney, are still continuing and as a result final prices for any of the service packages are as yet unconfirmed. Based on the advice of the Waste Partnership it would seem prudent to review the preferred package when the costs are firmed up in a month or two's time. However the Executive remain committed to delivering an enhanced recycling service during 2009/10 and 2010/11 and have set aside a further £27k in the 2009/10 budget, bringing the total set aside in 2009/10 to £145k. A further report will be presented to the Executive when the financial data is confirmed.
- **Participatory Budgeting** - When the 2008/09 budget was set, this included £25k for Area Working. In the papers presented to Overview and Scrutiny recently there was a proposal to increase this by £3k and to use this money to promote "Participatory Budgeting" within the Borough. The Executive now no longer wish to earmark any monies for this purpose. Therefore £28k can be added back into the budget surplus.
- **Amendments to Corporate Grants** - The Executive propose to amend the budget for Corporate Grants by £6k.
- **"Credit Crunch" Budget** - The Executive wish to allocate £58k towards initiatives to help residents of the Borough during the economic downturn. Options for the use of these monies will be developed over the coming weeks.
- **Sustainable Transport** - The draft budget currently contains £32k for sustainable transport initiatives. This comprises £22k for pump priming rural bus services and a new £10k for funding of the capital grant for the Taunton and Bridgewater Canal. The monies for rural bus services are no longer required and therefore the Executive propose to remove £22k from the budget.

10.4 Taking into account a Council Tax increase of 2.9% and the other items mentioned above, the budget gap has now been fully closed as demonstrated in the table below.

<b>Budget Surplus After Draft Finance Settlement</b>	<b>(74)</b>
New Information/Budget Decisions:	
Concessionary Travel	5
Pay Award Provision	(24)
Debt Restructuring	(33)
Recycling Service	27
Participatory Budgeting Provision removed	(28)
Corporate Grants	6
"Credit Crunch" Budget	58

Sustainable Transport budget reduction	(22)
Council Tax – 2.9%	85
<b>Budget Gap</b>	<b>0</b>

- 10.5 The following table compares the proposed budget with the original budget for the current year.

	<b>Original Estimate 2008/09 £</b>	<b>Forward Estimate 2009/10 £</b>
Total Spending on Services	15,908,420	15,435,400
Capital Charges Credit	(2,205,700)	(1,930,000)
Interest payable on Loans	380,880	266,090
Minimum Revenue Provision	280,670	332,910
Interest Income	(750,000)	(167,000)
Contribution from G Fund Balances	0	0
<b>AUTHORITY EXPENDITURE</b>	<b>13,614,270</b>	<b>13,937,400</b>
Less: Revenue Support Grant	(1,022,665)	(1,600,772)
Less: Contribution from NNDR Pool	(7,346,300)	(6,935,368)
Surplus/Deficit on Collection Fund	50,486	81,600
<b>Expenditure to be financed by District Council Tax</b>	<b>5,295,791</b>	<b>5,482,860</b>
Divided by Council Tax Base	40,153.07	40,399.85
<b>Council Tax @ Band D</b>	<b>£131.89</b>	<b>£135.71</b>
<b>Cost per week per Band D equivalent</b>	<b>£2.54</b>	<b>£2.61</b>

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

## 11 General Fund Reserve Position

- 11.1 The 2007/08 Statement of Accounts has been formally signed off by our auditors and has received an unqualified audit opinion.
- 11.2 A summary of the current predicted General Fund Reserve position, prior to the budget setting decision is as follows:-

	£
Opening Balance 1.4.08	644,640
Less / Amount Used To Support 2008/09 Budget	0
Less / Supplementary Estimates Agreed To Date*	(59,121)
	<hr/> 585,519
Add earmarked reserves returned to general balances	595,265
Add repayment to reserves for early retirements granted in recent years	164,621
Add repayment to reserves for new Christmas lights supplementary estimate	4,750
<b>Predicted Balance Before Budget Setting</b>	<hr/> <b>1,350,155</b> <hr/>

\* includes £50k supplementary estimate for the funding of the Unauthorised Planning issue considered by the Executive at their last meeting and which has yet to be formally agreed by Full Council.

11.3 The proposed budget shown in section 10 above does not require the use of reserves to support spending.

11.4 Elsewhere on this agenda is an additional report regarding a recent review of earmarked reserves, which, if approved, will further increase the level of the General Fund balance to £2.301m at 31 March 2009. In addition there is also a report to earmark £1m of reserves for one off costs associated with the Core Council review.

11.5 The table below shows the forecast reserves position after these items.

	£
Predicted Balance before Budget Setting	1,350,155
Proposed earmarked reserves to be returned to general balances	951,000
Earmarked amount for Core Council Review	(1,000,000)
<b>Predicted Balance at 31 March 2009</b>	<b>1,301,155</b>

## 12 Council Tax

12.1 The Council Tax calculation and formal tax setting resolution is considered in a separate report on the agenda. The proposed budget for Taunton Deane shown above will result in a **Band D Council Tax of £135.71**, an increase of £3.82 (2.9%) on 2008/09.

12.2 This represents an increase of 7 pence per week. The Band D taxpayer will receive all the services provided by the Borough Council in 2009/10 at a cost of £2.61 per week.

## 13. The Future Financial Position of the Council

13.1 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.

13.2 The Medium Term Financial Plan (MTFP) provides an indication of the expected budget gap going forward into 2010/11 and this shows in summary the following position:

	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
Expected Budget Requirement	15,795	16,249	18,039	18,673
Financed By:				
External Government Support	8,721	8,721	8,721	8,721
Council tax (increase assumed 4.5% each year)	6,188	6,477	6,781	7,100
<b>Predicted Budget Gap</b>	<b>886</b>	<b>1,051</b>	<b>2,537</b>	<b>2,852</b>

13.3 Members should note that the table above has been prepared on the assumption of a 4.5% increase in Council Tax each year, including

2010/11. Government support is based on the figures outlined in section 7 above. The figures above take into account the ongoing impact of the Executive's budget proposals and the 2009/10 proposed Council Tax level.

13.4 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 (pensions etc) and other future demands on the Council will mean that there will be a budget gap in future years.

13.5 The MTFP will be refreshed over the summer and the results reported to Members.

#### **14 Taunton Unparished Area**

14.1 The estimated expenses chargeable to the non-parished area of Taunton in 2009/10 amounts to £30,620, and increase of 4.9%, and this forms part of the total expenditure of the Council. The precept in 2008/9 was £29,190.

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

#### **15. Deane DLO**

15.1 Budgets for 2009/10 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 modest surplus/break even. 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.

<b>DLO</b>	<b>Expenditure £'000</b>	<b>Income £'000</b>	<b>Surplus/(Deficit) £'000</b>
Building Maintenance	4,199	4,199	0
Highways	729	729	0
Grounds Maintenance	2,653	2,653	0
Cleansing	796	746	(50)
<b>Total</b>	<b>8,377</b>	<b>8,327</b>	<b>(50)</b>

15.2 The financial position of each DLO will be reviewed in the Business phase of the Core Council Review. Clearly the Council cannot continue to set an operational budget that forecasts a loss.

#### **16. Prudential Indicators 2007/08 to 2011/12**

16.1 As part of the Prudential Code for Capital Finance there is a requirement for Full Council to approve the indicators as shown in Appendix B. The Prudential Indicators are important as they detail the expected borrowing requirement for both the General Fund and the Housing Revenue Account. They also set the operational boundaries for both the borrowing/investment levels and interest rate exposures for the Council.



## **17. The Robustness of the Budget Process**

17.1 The Local Government Act 2003 (Clause 25) requires a report on the adequacy of the Council's financial reserves; this Act also introduces a requirement for the Strategic Director to report on the robustness of the budget plans. The Director's statement is shown in Appendix C.

## **18. Recommendation**

18.1 The Executive is asked to recommend to Full Council the budget for General Fund services for 2009/10 as outlined above. In particular the Executive is requested to recommend to Full Council to:

a) Approve the transfer for any potential underspend in 2008/09 back to General Fund reserves,

b) Approve the proposed 2009/10 budget, being Authority expenditure of £13,937,400 and Special Expenses of £30,620 in accordance with the Local Government Act 1992,

c) Note the predicted General Fund Reserve balance at 31 March 2009 of £1.3m.

d) Approve the Prudential Indicators for 2009/10 as set out in Appendix B of this report.

e) Note the forecast budget position for 2010/11 onwards as outlined in section 13 of this report.

### **Background Papers**

Overview and Scrutiny Board 13 October 2008, Budget Setting 2009/10

Overview and Scrutiny Board 30 October 2008, Budget Strategy 2009/10

Christmas Budget Consultation Pack 2008 (orange folder)

Overview and Scrutiny Board 22 January 2009, General Fund Revenue Estimates 2009/10

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## Appendix A

### Profile of Services and Future Investment by TDBC (2009/10)

Service	Increase Direct Funding	Maintain Direct Funding	Reduce Direct Funding
<b>High Priority</b>			
Economic Development and Regeneration	✓		
Planning (including Transportation)	✓		
Community Safety/ CCTV	✓		
Licensing	✓		
Street Cleaning	✓		
Affordable Enabling/Housing	✓		
Sustainability	✓		
Homelessness	✓		
<b>Medium Priority</b>			
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		✓	
Flooding and drainage works		✓	
Heritage and Landscape		✓	
Land Charges		✓	
Pest Control and Dog Wardens		✓	
Policy and Performance		✓	
Sport and Leisure		✓	
Tourism		✓	
Training and Development		✓	
Waste collection and recycling		✓	
<b>Low Priority</b>			
Consultation activities			✓
Environmental Health (except Licensing and Dog Warden)			✓
Grants (in lower priority areas)			✓
Highways			✓
Parks and Open Spaces			✓
Private Sector Housing (except enabling)			✓
Property (Deane Building Design Group/Valuation etc)			✓
Revenues and Benefits			✓

## Appendix B

PRUDENTIAL INDICATOR	2007/08	2008/09	2009/10	2010/11	2011/12
	outturn	estimate	estimate	estimate	estimate
<b>Capital Expenditure</b>					
General Fund	£4,010,000	£6,361,000	£1,955,000	£1,759,000	£2,324,000
HRA	£4,399,000	£5,951,000	£5,555,000	£4,560,000	£4,384,000
TOTAL	£8,409,000	£12,312,000	£7,510,000	£6,319,000	£6,708,000
<b>Ratio of financing costs to net revenue stream</b>					
General Fund	-2.22%	-2.61%	0.91%	0.60%	0.23%
HRA	3.03%	1.95%	1.23%	1.34%	1.49%
<b>Net borrowing projection</b>					
brought forward 1 April	£6,634,000	£9,425,000	£10,131,000	£10,751,000	£11,371,000
Carried forward 31 March	£9,425,000	£10,131,000	£10,751,000	£11,371,000	£11,991,000
in year borrowing requirement	£2,791,000	£706,000	£620,000	£620,000	£620,000
<b>Capital Financing Requirement as at 31 March</b>					
General Fund	£6,893,000	£9,324,000	£9,572,000	£9,810,000	£10,038,000
HRA	£14,451,000	£14,451,000	£14,451,000	£14,451,000	£14,451,000
TOTAL	£21,344,000	£23,755,000	£24,023,000	£24,261,000	£24,489,000
<b>Incremental impact of capital investment decisions</b>					
Increase in council tax (band D)	£0.65	£0.65	£0.43	£0.32	£0.78
<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>Maturity Structure of Fixed Rate Borrowing (Upper and Lower Limits)</b>					
under 12 months	8.7%	0% to 50%	0% to 50%	0% to 50%	0% to 50%
12 months and within 24 months	0.0%	0% to 50%	0% to 50%	0% to 50%	0% to 50%
24 months and within 5 years	0.0%	0% to 50%	0% to 50%	0% to 50%	0% to 50%
5 years and within 10 years	8.7%	0% to 50%	0% to 50%	0% to 50%	0% to 50%
10 years and above	82.6%	20% to 100%	20% to 100%	20% to 100%	20% to 100%
<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%

## APPENDIX C

### ROBUSTNESS OF BUDGET ESTIMATES AND THE ADEQUACY OF THE COUNCIL'S RESERVES

#### STATEMENT BY S151 OFFICER

##### 1.0 Introduction

1.1 The purpose of this appendix is to outline and meet the statutory requirements contained in the Local Government Finance Act 2003 which requires the Council's Section 151 Officer to report to Members on:

- The robustness of budget estimates; and
- The adequacy of proposed reserves

1.2 This appendix provides evidence of assessment of the levels of the non-earmarked General Fund Reserve, specific earmarked reserves, and usable capital receipts and also makes comment on the Housing Revenue Account reserves.

##### 2. ROBUSTNESS OF BUDGET ESTIMATES

2.1 The proposed budget for 2009/10 (and the forecast position for future years) is the financial interpretation of the Council's strategic priorities and, as such, has implications for every citizen of Taunton Deane together with all other stakeholders.

2.2 The proposed budget reflects the Council's proposed Corporate Strategy which is being considered as a separate agenda item at this meeting. The Profile of Services (for priorities) remains unchanged for 2009/10.

2.2 In commenting on the robustness of the budget and level of reserves and balances, the following factors have been taken into consideration and are considered in the remainder of this appendix:

- Government funding
- Capital programme funding
- Inflation and other key assumptions
- Treatment of savings
- Risks and opportunities with partnerships
- Financial standing of the Council (level of borrowing, debt outstanding)
- Track record in budget management & in-year budget pressures
- Virement and control procedures
- Risk management procedures
- Key risk issues in 2009/10 budget

### 3. Government Funding

- 3.1 The Government now provide three-year indicative settlements to local authorities. This provides the Council will a greater degree of certainty on future Government funding, but requires Councils to consider their potential tax positions over a longer term period.
- 3.2 The Government has declared that it expects to see average Council Tax increases in England for 2009/10 kept “low” (and certainly below 5%), and will use capping powers if necessary.

### 4. Capital Programme Funding

- 4.1 The Prudential Regime came into force in 2004 and requires Councils to publish and monitor a set of Prudential Indicators. These must be taken into account when formulating capital spending plans. The underlying principle of the regime is that there will be less central control and more local discretion in determining investment strategies. Local authorities are allowed to self regulate their approach to funding capital spend through borrowing, based on the principles of affordability, sustainability, and prudence.
- 4.2 The system works within a framework of principles – namely that the:-
- Council will maintain a balanced budget
  - The impact of the capital programme will be reflected in the medium term financial plan
  - The prudential indicators will be used to provide performance measurement in managing key investment decisions.
- 4.2 The Councils is following the principles of the Prudential Code, and the latest Prudential Indicators are shown in appendix B of this report.

### 5. Inflation and Other Key Budget Assumptions

- 5.1 I have reviewed the budget proposals and confirm the following key assumptions:-

<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 budgets unless there is direct justification ie as a contract condition.  Salaries – 2.5% for 2009/10, 3% thereafter.  Insurance – 5% (based on current market conditions)</i>

	<p><i>Utilities - based upon known contract increases</i></p> <p><i>Pension Contributions – 14.9%</i></p>
<i>Income Levels</i>	<i>Income projections are based on realistic assumptions, current usage levels and the most recent Government guidance on fee levels. They also take into account historic trends and 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 2008/09.</i>
<i>Salaries Budgets</i>	<i>As one of the largest areas of spend, the salaries budgets have been reviewed in detail. They have been built up by costing each individual post. These have been discussed in detail and agreed with individual Service Managers. The impact of the phase 1 of the Core Council Review has been costed in detail.</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. Growth assumptions for future years in the Council Tax base have been revised downwards to reflect the current economic slump</i>
<i>Efficiency Initiatives</i>	<i>The Council is involved in several initiatives, which will benefit the Council, for example the Southwest One contract – the negotiated fixed price of support services has been included in the 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>All Members have been presented with extensive options for closing the budget gap through the Savings Delivery Plan process. The Core Council Managers Group and Corporate Management Team has also rigorously examined these.</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 10 takes into account the future financial pressures faced by the Council. Effective financial planning for the medium term is in place. The forthcoming implementation of phase 1 of the Core Council review will help with the Council's ongoing financial position, and the development of phases 2-5 of the review will be reported once known. To this end, there are some one off budget savings identified in the 2009/10 budget proposals ie frozen posts and staff turnover factor.</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 2008/09 and their results have informed the setting of the 2009/10 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.</i>

## **6. Treatment of Savings**

- 6.1 All Managers are responsible for ensuring the savings ideas presented to Members are realistic and deliverable in terms of the level of savings and the timing.
- 6.2 All savings proposals have been reviewed for robustness – and will continue to be monitored during 2009/10 to ensure the benefits are realised.

## **7. Partnership Risks & Opportunities**

- 7.1 The Council has several key partnership arrangements in place to support our ambitions and deliver key services. These are supported by contractual arrangements. There are performance management arrangements in place on each partnership to ensure the Council's interests are protected, and that the expected benefits are fully realised. Risk registers are kept for each key partnership and are regularly reviewed by lead officers.

## **8. Financial Standing of the Council**

- 8.1 The Council fully complies with the Prudential Code.
- 8.2 The Council has a recently updated Financial Strategy in place and is operating within the agreed parameters.
- 8.3 The Council has an up to date Treasury Management Policy in place and is operating within the agreed parameters. The Council currently

has £17m of outstanding debt (which is within our maximum borrowing level of £30m). The Council currently has £15.5m of investments placed in the markets in accordance with our policies.

8.4 The Councils Treasury Management Practices are prudent and robust, ensuring the Council is not exposed to unnecessary risk in terms of its investment policies. This does mean lower interest rates, but the first priority must be to protect the capital invested.

8.5 The adequacy of the Councils reserves is discussed later in the appendix.

## **9. Track Record in Budget Management & In Year Budget Pressures**

9.1 The Council has an excellent track record in budget management. The most recent years have resulted in the following outturn positions:-

<b>Year</b>	<b>£Variance</b>	<b>%Variance of Approved Budget</b>
2004/05	(£163,000)	(1.49%)
2005/06	(£45,000)	(0.39%)
2006/07	£242,000	1.9%
2007/08	£49,000	0.37%

9.2 In the context of a gross expenditure budget of £55m, the above results are pleasing and reflect the robust budget management arrangements in place. Members are provided with regular in-year updates on key budget variances (Strategy & Performance Panel). There is always room for improvement and we hope to further improve our systems during 2009/10.

## **10. Virement & Control Procedures**

10.1 The Financial Regulations contain formal rules governing financial processes and approvals (virements are simply transfers of budget between departments).

10.2 The Council updated its Financial Regulations during 2008 to ensure they will still fit for purpose. The Financial Regulations are being complied with throughout the organisation.

## **11. Risk Management**

11.1 The Council changed its insurance provision arrangements during 2008. As part of this, the Council thoroughly reviewed its exposures to risk and made appropriate arrangements to mitigate this where possible. I am satisfied that the Council has adequate insurance arrangements in place, and that the cover is structured appropriately to protect the Council.



11.2 The Council operates a self-insurance fund and has recently reviewed the level of funding required for this. A separate report on this matter is included in this agenda.

11.3 The Council has a Risk Management Policy in place which defines how risk is managed at different levels in the organisation. It defines roles, responsibilities, processes and procedures to ensure we are managing risk effectively. This Policy is currently being refreshed to ensure we remain robust in this area. This matter is reviewed by the Corporate Governance Committee.

## 12. Key Risk Issues In 2009/10 Budget

12.1 There are some areas of the proposed budget for 2009/10 that I do not have full confidence in at this moment in time. They are detailed below for Members attention. The figures in the proposed budget for 2009/10 are based on our best estimates. These will require intensive monitoring throughout the year, and swift corrective action taken should they vary from budget. The issues I need to bring to Members attention are:-

- **Concessionary Travel** – the success of the scheme within the Borough is welcomed, however the expected level of growth in the scheme for 2009/10 is based on estimates received from the administering authority, Somerset County Council. The budget takes into account expected fee increases from First Bus, however actual passenger usage is estimated. This will be monitored closely throughout the year and regular updates provided to Members.
- **Housing & Council Tax Benefit Subsidy** - The funding regime for housing benefit and council tax benefit subsidy has remained constant for 2009/10. 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 claimant error. This will be difficult to predict accurately due to the expected growth in claims arising from the current economic slump. The total benefit subsidy budget is in excess of £23m – 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.
- **Interest Rates** - Both recent and expected future cuts in interest rates have had a radical impact on the on the Council's budget. With assumptions on investment returns reducing markedly. However the budget has been based on cautious and prudent assumptions on interest rate movements taken from forecasts issued by our Treasury Management advisors, Arlingclose.
- **Impact of Economic Changes** – the Councils budgets reflect our best estimates of the impact of the downturn in the general

economy. This has affected income levels on some services in the current year, and our view is that this is likely to continue in 2009/10.

- **Procurement Savings** - The funding of the Southwest One transformation projects has been initially financed by prudential borrowing. The strategy is that this debt will be repaid once the procurement strategy of the council, in partnership with Southwest One, begins to deliver savings. This is dependant on cashable savings being identified and whilst the Council is confident of this strategy and progress is better than originally forecast the Council has taken a cautious approach on the level of savings possible, this remains an area of risk.
- **Waste Collection Contract** – at the time of writing this report the contract negotiations by the Somerset Waste Partnership with the contractor May Gurney are still ongoing. This means that the final contract price for 2009/10 is not yet firm and based on best estimates.
- **Recycling Enhancement** - The provision for the future roll-out of the enhancement to the recycling scheme is again based on best estimates (plus 5%) and the final cost of this proposal may not be known with certainty for some time. Members will be fully briefed on the final cost proposal before anything is agreed with the contractors and Waste Partnership.
- **Core Council Review** – The figures in the budget proposal for 2009/10 reflect the savings that can be delivered from the first phase (theme 1) of the Core Council Review. The cost of facilitating these savings will not be known with certainty until the recruitment process is complete. The sensitivity analysis carried out on these costs suggest a best case of £300k and worst case of £1.2m. I recommend that the Council makes provision for £1m of one-off costs from the General Fund Reserves. This gives Members some assurances on affordability and value for money. Although this review is not being presented on an invest to save basis, the principles of the ongoing savings not being more than 3 times the one-off costs have been applied in recommending the £1m figure.

### **13 ADEQUACY OF RESERVES**

13.1 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.

13.2 All reserves are reviewed at least annually and my opinion updated during the budget setting process each year. The annual review

considers not only the adequacy but the necessity of the reserves. Reserves are not held without a clear purpose.

- 13.3 My opinion is given in the knowledge that known risks (strategic, operational and financial) are managed and mitigated appropriately in line with the Councils policies and strategies.
- 13.4 The headlines of my findings on each key reserve are set out in section 14 – 16 below.
- 13.5 My opinion is set out in section 17 below.

#### **14. General Fund Reserve**

- 14.1 The predicted General Fund Reserve position is set out in section 11 of the main report. No monies are required from reserves to support the 2009/10 budget.
- 14.2 The predicted balance on this reserve, having set the 2009/10 budget is £1.35m. A paper considered elsewhere on this agenda, releases £951k of earmarked reserves into general balances will increase this to £2.3m by the end of 2008/09.
- 14.3 It is expected that somewhere between £0.3 and £1.2m may be required to fund the one off costs associated with phase 1 of the Core Council review. The Council is recommended to earmark £1m towards this – with unused funds being returned to the General Fund Reserve at the end of March 2008. Future phases of the Core Council Review will be presented to Members for approval at various stages during 2009/10. Each proposal will include financial implications, views on affordability, and recommendations for funding routes. The Council does have some choices on the funding of future phases and the most appropriate route will be assessed on each proposal.
- 14.4 CIPFA make it clear in LAAP Bulletin No.77 (Nov 08) 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. This has been done and is clearly set out in the Councils Financial Strategy.
- 14.5 The Financial Strategy approved during the summer states that General Fund Reserves should be maintained at a minimum of £1.25m (or £1m if being replenished via invest to save initiatives).

#### **15. Housing Revenue Account Reserve**

- 15.1 The housing Revenue Account balance is forecast to be £1.759m at 31/3/10. The current funding arrangements for local authority housing are under review and make forward planning fairly challenging. The medium term financial plan for the HRA predicts as follows:

	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000
Total Income	(15,808)	(16,991)	(18,254)	(19,601)
Expenditure	14,566	15,318	16,024	16,761
Capital Financing/Contributions to Reserves	2,130	1,110	797	622
Repayment of initial to reserves re ISIS Transformation		(200)		
(Surplus)/Deficit	888	(763)	(1,433)	(2,218)
Working Balance b/f	2,647	1,759	2,522	3,955
Working Balance c/f	1,759	2,522	3,955	6,173

15.2 The Council aims to preserve this reserve at no lower than £150 per dwelling (which would be the equivalent of £0.9m).

## **16. Earmarked Reserves**

16.1 At 31 March 2009, the Council expects to have £8m in earmarked reserves. The main reserves include the self-insurance fund, capital financing, and housing enabling reserves.

16.2 A separate report on this agenda reviews the key earmarked reserves and recommends some amendments to their levels.

## **17. CONCLUSIONS**

**17.1 My professional opinion is based on the Council's circumstances at this time, having due regard to future plans, and the risks inherent within any budget setting process.**

**17.2 The Council is facing a very challenging year ahead, and the robustness of the budget depends on the accuracy of some key assumptions – in particular the costs surrounding the new recycling service, and the approval of the Core Council Review (theme 1) by Full Council in February 2009.**

**17.3 Based on the above factors, and my knowledge of our insurance cover, my view remains that the Council needs, within the medium term financial period a prudent level of non-earmarked reserves of at least £1.25m – no change from the recommendation set out in the Councils Financial Strategy. The adequacy of the reserves over the medium term will be reviewed again as each phase of the Core Council Review is presented to Members for approval during 2009/10.**

**17.4 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 2009/10 budget as robust as possible at this time.**

**Shirlene Adam  
Strategic Director**

# Taunton Deane Borough Council

## Executive - 4 February 2009

Joint report of the Chief Housing Officer and Financial Services Manager

### Housing Revenue Account, Revenue Estimates and Rent Levels, Deane Helpline and Deane Building DLO Account for the 2009/2010 Financial Year

(This matter is the responsibility of Executive Councillor Prior-Sankey)

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

- 1.1 This report outlines the proposed Housing Revenue Account (HRA) for the 2009/2010 Financial Year. It also includes details of the proposed new rent charges for the year, and 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.

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

- 2.1 To consider the detailed estimates and rent levels for the 2009/2010 financial year for submission to the Executive and Full Council.

#### 3. **Housing Revenue Account 2009/2010**

- 3.1 Attached to this report are the following appendices:

- Appendix A: Proposed Housing Revenue Account 2009/2010
- Appendix B: HRA Maintenance Budget
- Appendix C: HRA Management General Budget
- Appendix D: HRA Management Special Budget
- Appendix E: HRA Special Expenses OAP Budget
- Appendix F: Deane Helpline Trading Account
- Appendix G: Deane Building DLO Account 2009/2010 Budget

- 3.2 Rent Levels for 2009/10

Members will recall that in both 2006/07 and 2007/08, the Department for Communities and Local Government (DCLG) had set a cap on average rent increases of a maximum of no greater than 5%. This cap was removed for 2008/09 rent setting.

- 3.3 For 2009/10 the Government has re-introduced a capping mechanism and has limited average rent increases to no greater than 7%. Under the formula for rent setting, rents will increase by a maximum of RPI

(5%) + 0.5% + £2 per week, subject to the 7% cap. It is therefore recommended that the weekly rent increase will be £4.21 per week or 6.99%. The average weekly rent (excluding service charges) will increase from £60.23 to £64.44. Members will be interested to note that the Government has also extended the deadline for convergence with Housing Association rents and have not committed to a particular year by which convergence has to be achieved by. Convergence was originally due to be achieved by 2011/12 but due to high inflation rates this would have resulted in average rent increases of 9% per annum for 2009/10. Following consultation the Government have decided to defer convergence with the result that rent increases can be lowered from the 9% mentioned above. Rent levels are highly dependant upon the prevailing inflation rates and potentially if inflation is high over the coming years then convergence may not occur until 2023/24. Details of the average rent increases for the last 5 years are set out below:

	<u>Average Rent Increase</u>	
2005/06	£2.25	4.55%
2006/07	£2.58	4.99%
2007/08	£2.71	4.99%
2008/09	£3.88	6.79%
<b>2009/10</b>	<b>£4.21</b>	<b>6.99%</b>

#### 3.4 Fees and Charges for 2009/10

All Housing fees and charges for 2009/10 have been considered by both the Overview and Scrutiny Board and Executive at their meetings on 27 November and 4 December respectively. The financial implications of these fees have been built into the estimates presented in this report. On average the majority of fees have increased by RPI plus 0.5% (5.5% in total). This is in line with the final housing subsidy determination for 2009/10 issued by the Government back in December.

#### 3.5 Supporting People

From 2009/10 we are anticipating overall reductions of 5% per annum in Supporting People funding each year over the next two years. For 2009/10 it is anticipated that the income will be in the region of £397k. 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 via the usual budget monitoring reports.

### 4. **Main Expenditure Changes Relating to Appendix A - 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 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. Based upon the final figures released by Government this repayment is estimated to be £6.112m for 2009/10. Members may be interested to note that this is an increase of 2.3% (£140k) over the repayment for 2008/09. If convergence with RSL rents was to be achieved in 2011/12, as originally planned, then the payment to Government would have been £6.5m

Members may be interested to note that the Government have commissioned a full review of the HRA Finance/Subsidy System; the results of this review are expected in spring 2009. The figures shown in Appendix A (HRA Resource Account) for the period 2010/11 to 2012/13 are draft and will be subject to change depending upon the outcome of the Government's review.

#### 4.2 Rents

The figures shown reflect the rent increases outlined in section 3.3 above.

#### 4.3 Transfer to Earmarked Reserve

Members will note that 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.

#### 4.4 Revenue Contribution to Capital

Members will note that the Revenue Contribution to Capital is around £1.7m for 2009/10. Officers forecast that once the Decent Homes standard has been met then the need for such a large capital programme will decrease and the revenue contribution to capital will similarly decrease. This is why the contribution to capital from 2010/11 onwards is forecast to be greatly reduced. This assumption will be revisited in the light of the forthcoming review of Housing Finance mentioned above.

#### 4.5 Surplus / Deficit

Based on the budget contained within this report, the expected deficit for 2009/10 is forecast to be in the region of £888k. This is after making a revenue contribution of £1.7m.

#### 4.6 Working Balance

Members will note that the working balance is forecast to decrease from £2.6m as it currently stands to around £1.8m at the end of



2009/10. This amount is £842k above the Audit Commission recommended minimum Working Balance of £150 per unit.

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

### 5.1 Specialist Works

There have been a number of areas of required expenditure identified during the 2009/10 budget setting process. These represent maintenance works that have been identified as being necessary over the medium term and include:

- Asbestos survey. Legislation in this area has increased, meaning that the Council needs to complete a full asbestos survey over the next two years. This is estimated to cost £244k in 2009/10.
- A number of heating systems within the council stock will need repairs/renewal over the coming years. The cost of this in 2009/10 is estimated to be around £181k.
- Expenditure on DDA work needs to increase to cover necessary risk assessments associated with our communal meeting halls and guest rooms. The cost of this in 2009/10 is estimated to be £20k.
- Smoke detector replacement. The Council has a programme of cleaning and maintaining smoke alarms within it's 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 £100k in 2009/10.
- Fencing. There is a continued requirement to carry out fencing works on our Estates. The cost of these works is estimated to be £35k in 2009/10.
- Included in the PPM budget for 2008/09, we identified the sum of £300k which, with a similar amount from the 2009/10 budget will be carried forward to form the basis of a contract to carry out the replacement of timber fascias and soffits with pvc, in order to limit future maintenance liabilities.

## 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 F.

6.2 The forecast surplus for 2008/09 is £17,150 leaving a projected working balance of £19,890 at the end of 2008/09. The forecast position for 2009/10 is an estimated surplus of £30,490 leaving a working balance at 31 March 2010 of £50,380. These budgets also

include a contribution to the General Fund of £30,000 as agreed in previous years.

- 6.3 Officers are discussing how to make the Helpline maintain a better financial position for the medium term. In the current year they have had to bear a significant amount of long term sickness costs and subsequent money on staff cover. This type of occurrence leaves the Helpline very vulnerable and a more robust business plan needs to be developed. The Council has also employed an expert external business consultant to assist with his work.

## 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 G. The estimated expenditure for 2009/10 is forecast to be £4.2m. The DLO Managers will charge work to clients with the aim of making a modest return on this expenditure. Members should note that these budgets are still draft at this time.

## 8. **Overview and Scrutiny Board and Tenants Forum**

- 8.1 The Overview and Scrutiny Board considered the 2009/10 draft budget at their meeting on 22 January. The Board discussed the proposed 6.99% increase to rents and made a formal suggestion that the rent increase be reduced to 6.2%. However there was no suggestion as to how the loss in income would be countered. The Board requested that the Executive considered this suggestion.

## 9 **Recommendation**

- 9.1 That the Executive recommends the Housing Revenue Account budget proposals for 2009/10 to Full Council for their consideration.

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**Background Papers:** Budget Consultation Pack 2009 (Orange folder)

Overview and Scrutiny Board 27 November, Fees and Charges 2009/10 – report of the Financial Services Manager, Overview and Scrutiny Board 22 January 2009.

## HOUSING REVENUE ACCOUNT RESOURCE ACCOUNTING

Executive Councillor - Cllr Prior-Sankey  
Responsible Officer - John Williams

Description	Forward Estimate 2008/09 £	Current Estimate 2008/09 £	Forward Estimate 2009/10 £	Indicative Budget 2010/11	Indicative Budget 2011/12	Indicative Budget 2012/13
<b>INCOME</b>						
Dwelling Rents	19,261,390	19,261,390	20,303,520	21,562,330	22,899,190	24,318,940
Non Dwelling Rents	468,550	468,550	493,680	523,300	554,700	587,990
Charges for services/facilities	421,990	441,990	479,800	500,540	522,320	545,200
Contributions towards expenditure	223,500	223,500	246,820	252,990	259,320	265,800
Government Subsidy	- 5,826,140	- 5,972,140	- 6,112,310	-6,225,070	- 6,339,970	- 6,457,030
Supporting People Income	451,250	451,250	396,740	376,900	358,050	340,150
<b>TOTAL INCOME</b>	<b>15,000,540</b>	<b>14,874,540</b>	<b>15,808,250</b>	<b>16,990,990</b>	<b>18,253,610</b>	<b>19,601,050</b>
<b>EXPENDITURE</b>						
Management	4,333,240	4,333,240	4,381,310	4,646,470	4,855,560	5,074,060
Maintenance	5,694,850	5,229,850	6,378,620	6,731,660	7,034,580	7,351,140
Rent Rebates	-	-	-	-	-	-
Rent Rebates-Contribution to general fund	-	-	-	-	-	-
Increase in provision for bad debts	-	50,000	50,000	-	-	-
Capital Charges-Interest	-	-	-	-	-	-
Capital Charges-Depreciation	3,530,210	3,530,210	3,704,420	3,887,050	4,078,680	4,279,760
Debt Management Expenses	24,000	49,470	51,120	52,810	54,550	56,350
<b>TOTAL EXPENDITURE</b>	<b>13,582,300</b>	<b>13,192,770</b>	<b>14,565,470</b>	<b>15,317,990</b>	<b>16,023,370</b>	<b>16,761,309</b>
<b>NET COST OF SERVICES</b>	<b>- 1,418,240</b>	<b>- 1,681,770</b>	<b>- 1,242,780</b>	<b>-1,673,000</b>	<b>- 2,230,240</b>	<b>- 2,839,741</b>
Capital Charges-Interest	-	-	-	-	-	-
Loan Charges-Interest	833,000	766,390	566,910	566,910	566,910	566,910
Interest Receivable	- 160,000	- 367,770	- 302,100	- 259,740	- 205,630	- 218,046
<b>NET OPERATING EXPENDITURE</b>	<b>- 745,240</b>	<b>- 1,283,150</b>	<b>- 977,970</b>	<b>-1,365,830</b>	<b>- 1,868,960</b>	<b>- 2,490,877</b>
<b>APPROPRIATIONS</b>						
Legal & Democratic restructure						
Transfer to Earmarked Reserve	130,000	130,000	130,000	130,000	130,000	-
ISIS Transformation Projects						
ISIS Project Costs				-200,000		
Transfer From General Fund	-	-	-		-	
Revenue Contributions To Capital	1,552,160	1,552,160	1,735,580	672,950	305,350	273,200
<b>(SURPLUS)/DEFICIT</b>	<b>936,920</b>	<b>399,010</b>	<b>887,610</b>	<b>-762,880</b>	<b>- 1,433,610</b>	<b>- 2,217,677</b>
<b>FUND BALANCE</b>						
Balance b/f 1 April	3,143,240	3,045,580	2,646,570	1,758,960	2,521,840	3,955,449
Net Expenditure in Year	- 936,920	- 399,010	- 887,610	762,880	1,433,610	2,217,677
Balance c/f 31st March	<b>2,206,320</b>	<b>2,646,570</b>	<b>1,758,960</b>	<b>2,521,840</b>	<b>3,955,449</b>	<b>6,173,126</b>

## HOUSING REVENUE ACCOUNT

### Repairs and Maintenance

Main Codes  
A1-A15

Executive Councillor - Cllr Prior-Sankey  
Responsible Officer - Phil Webb

Sub Code	Description	Original Estimate 2008/2009 £	Current Estimate 2008/2009 £	Forward Estimate 2009/2010 £
	<b>EXPENDITURE</b>			
<b>A01</b>	<b><u>R &amp; M Reconditions on lettings</u></b>			
H005	Re-lets - Painting	332,760	332,760	347,740
H006	Re-lets - Maintenance	424,300	424,300	474,300
<b>A03</b>	<b><u>R &amp; M General Maintenance</u></b>			
H010	Structure	472,600	472,600	493,870
H015	Structural Finishings and Fixings	466,070	466,070	487,040
H020	Water and Sanitary Services	350,080	350,080	375,830
H025	Other Domestic Services	8,360	8,360	8,740
H030	External Site Works	50,000	50,000	52,250
H035	Miscellaneous	60,000	60,000	62,700
H040	Damp and Condensation	25,000	25,000	26,130
H060	Vandalism	122,700	122,700	92,700
H065	Re-instatement of Aids & Adaptions	1,670	1,670	1,750
H070	Enhancement of DAP Accommodations	3,140	3,140	3,280
<b>A04</b>	<b><u>R &amp; M Electrical</u></b>			
H045 000	Electrical Repairs	262,710	262,710	274,530
H045 001	Repairs to Storage Heaters	12,540	12,540	13,100
<b>A05</b>	<b><u>R &amp; M Spec. Rep. Gas Servicing</u></b>			
H090	Gas Maintenance	1,024,100	1,024,100	1,080,190
<b>A06</b>	<b><u>R &amp; M Spec.Rep. Roofing</u></b>			
H075	Felt Roofing	20,900	20,900	21,840
<b>A07</b>	<b><u>R &amp; M Spec. Rep. Windows</u></b>			
H080	Metal Windows and Doors	78,380	78,380	70,000
<b>A08</b>	<b><u>R &amp; M Spec. Rep. Fencing</u></b>			
H085	Fencing	41,800	41,800	43,680
<b>A09</b>	<b><u>R &amp; M Underground Drainage</u></b>			
H031	Misc Expenditure	89,870	89,870	103,910
<b>A10</b>	<b><u>R &amp; M Garages</u></b>			
H050 000	R & M Garage Buildings	40,000	40,000	30,000
<b>A11</b>	<b><u>R &amp; M Shops</u></b>			
H055 111	R & M - Shops and Commercial Premises	18,000	18,000	8,000
<b>A12</b>	<b><u>Planned Maintenance/Ext Painting</u></b>			
	<b><u>PPM Rention Payments</u></b>			
H205	42 PMA	10,000	10,000	10,000
	<b><u>PPM 2008/09, 2009/10</u></b>			
H210	43 PPM	648,840	348,840	948,840
<b>A13</b>	<b><u>Specialist Works</u></b>			
	Asbestos Survey	163,800	83,800	243,800
	Heating Renewal	131,040	81,040	181,040
	DDA	31,840	31,840	20,000
	Door Entry System Maintenance	5,470	5,470	5,720
	Smoke Detector Replacement	65,520	30,520	100,520
	Water Main Failure Replacement	38,220	38,220	39,940
	Fencing	54,600	54,600	35,000
H205	Contingency Sum	85,000	85,000	70,000
<b>A14</b>	<b><u>R &amp; M Leasehold Flats</u></b>			
H310	Re-chargeable Works on Sold Flats	36,750	36,750	38,400
<b>A15</b>	<b><u>R &amp; M Miscellaneous &amp; Support</u></b>			
H300	Emergency Call Out	66,620	66,620	75,000
	<b><u>Internal Recharges</u></b>	393,170	393,170	479,780
	J E Contingency	59,000	59,000	59,000
	<b>Total Expenditure</b>	5,694,850	5,229,850	6,378,620
	<b>INCOME</b>			
C201	Fees & Charges	0	0	0
C500	Miscellaneous Repairs	40,000	60,000	80,000
C501	Other Income	0	0	0
	<b>Total Income</b>	40,000	60,000	80,000
	<b>Net Expenditure</b>	5,654,850	5,169,850	6,298,620

## HOUSING REVENUE ACCOUNT

### Management and supervisory Expenditure

### General Expenses

Main Code

Executive Councillor - Cllr Prior-Sankey

A20

Responsible Officer - John Williams

Sub Code	Description	Original Estimate 2008/2009 £	Current Estimate 2008/2009 £	Forward Estimate 2009/2010 £
	<b>EXPENDITURE</b>			
	<b><u>Employee Related Expenses</u></b>			
E300	Training/Conference Expenses	20,000	20,000	<b>40,000</b>
E600	J E Contingency	18,000	18,000	-
	<b><u>Premises Related Expenses</u></b>			
P200	Rent	18,330	18,330	<b>21,700</b>
P210	Rates	430	430	<b>460</b>
P300	Electricity	39,100	39,100	<b>70,380</b>
P500	Insurances	125,180	125,180	<b>127,610</b>
	<b><u>Hostels</u></b>			
P010	Repairs Winckworth Way	29,070	29,070	<b>30,380</b>
P200 001	Rent	2,770	2,770	<b>2,770</b>
	<b><u>Internal Recharges</u></b>	<b>2,504,410</b>	<b>2,504,410</b>	<b>2,304,030</b>
	<b><u>Supplies &amp; Services</u></b>			
S010	Printing and Stationery	17,250	17,250	<b>17,250</b>
S022	Photocopying			
S305	Equipment	7,250	7,250	<b>7,250</b>
S510	Insurance	1,010	1,010	<b>1,060</b>
S520	Advertising	2,680	2,680	<b>12,680</b>
S528	Tenant's Forum	27,000	27,000	<b>27,000</b>
S530	Subscriptions	2,500	2,500	<b>9,500</b>
S545 003	I. T. Licences	33,230	33,230	<b>39,640</b>
S600	Giro Charge	30,000	30,000	<b>30,000</b>
S620	Audit Fee	5,200	5,200	<b>5,200</b>
S653	Removal Expenses	35,000	35,000	<b>35,000</b>
S990	Miscellaneous	2,000	2,000	<b>2,000</b>
S990 003	Management Contingency Budget	15,000	15,000	<b>15,000</b>
S990 006	Reorganisation of filing system	35,000	35,000	<b>35,000</b>
S999	HIP Presentation	1,500	1,500	<b>1,500</b>
	<b>Total Expenditure</b>	<b>2,971,910</b>	<b>2,971,910</b>	<b>2,835,409</b>
	<b>INCOME</b>			
C200	Fees and Charges	27,430	27,430	<b>28,940</b>
C201	Fees and Charges (non vat)	-	-	-
C301	Rents and Wayleaves	20,760	20,760	<b>20,760</b>
	<b>Total Income</b>	<b>48,190</b>	<b>48,190</b>	<b>49,700</b>
	<b>Net Expenditure</b>	<b>2,923,720</b>	<b>2,923,720</b>	<b>2,785,710</b>

**HOUSING REVENUE ACCOUNT**  
**Management and Supervisory Expenditure**  
**Special Expenses**

Main Code

Executive Councillor - Cllr Prior-Sankey

A21

Responsible Officer - John Williams

Sub Code	Description	Original Estimate 2008/2009 £	Current Estimate 2008/2009 £	Forward Estimate 2009/2010 £
	<b>EXPENDITURE</b>			
	<b>Premises Related Expenses</b>			
P030	Maintenance of lift at Kilkenny	2,240	2,240	2,340
	<b>Sewage Plants</b>			
P122	Maintenance-Routine	89,360	89,360	100,080
P123	Estate Roads Maintenance	41,000	41,000	42,850
P300	Electricity	13,520	13,520	24,340
P310	Water/NRA	2,270	2,270	2,370
P311	Housing Estates - Non-Routine	21,910	21,910	19,000
P410	Cleaning windows - Communal	7,080	7,080	7,080
P410 001	Cleaning Communal Areas	4,950	4,950	4,950
	<b>Maintenance of Grass Areas and Trees</b>			
P100	Housing Estates - General	350,290	350,290	367,810
	<b>Outside Lighting</b>			
P170 001	Maintenance - stair lighting	20,450	20,450	36,810
P170 003	Maintenance -estate lighting	3,970	3,970	7,150
P300 100	Energy Consumed	16,050	16,050	28,890
	<b>Internal Recharges</b>	62,100	62,100	72,080
	<b>Supplies and Services</b>			
S547	Special Estate Projects	12,080	12,080	12,620
S548	Risk Management Inspections	8,700	8,700	-
S549	Anti Social Behaviour Initiatives	12,000	12,000	20,700
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>	728,290	728,290	809,390
	<b>INCOME</b>			
C400	Service Charges	-	-	-
C201	Fees & Charges Non VAT	-	-	-
C019	Fees & Charges	18,700	18,700	19,540
C501	Other income non VAT	-	-	-
	<b>Total Income</b>	18,700	18,700	19,540
	<b>Net Expenditure</b>	709,590	709,590	789,850

**Management and supervisory Expenditure  
Special Expenses O.A.P.**

Executive Councillor - Cllr Prior-Sankey  
Responsible Officer - Christine Thompson

<b>Sub Code A22</b>	<b>Description</b>	<b>Original Estimate 2008/2009 £</b>	<b>Current Estimate 2008/2009 £</b>	<b>Forward Estimate 2009/2010 £</b>
	<b>EXPENDITURE</b>			
	<b><u>Employee Related Expenses</u></b>			
E001 001	Salaries	287,000	287,000	<b>340,810</b>
E002	Overtime	20,000	20,000	<b>21,500</b>
E004	Superannuation	32,050	32,050	<b>33,570</b>
E005	Employers NI	21,740	21,740	<b>27,920</b>
E200	Car leasing	0	0	<b>0</b>
E201	NI on leased cars	0	0	<b>0</b>
E202	Other NI contributions	20	20	<b>0</b>
E220	Private Health Insurance	190	190	<b>0</b>
E300	Training	12,000	12,000	<b>10,000</b>
E415	Criminal Records Bureau	300	300	<b>450</b>
	<b><u>Premises Related Expenses</u></b>			
P200	Rent on Offices	5,000	5,000	<b>5,000</b>
P210	Rates - Meeting Halls/Guest Apartments	10,460	10,460	<b>14,260</b>
P300	Electricity - Meeting Halls	51,390	51,390	<b>92,500</b>
P410	Cleaning and cleaning materials	16,290	16,290	<b>27,620</b>
	<b><u>Internal Recharges</u></b>	<b>35,740</b>	<b>35,740</b>	<b>37,020</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>
S100	Telephone Charges	6,500	6,500	<b>6,500</b>
S120	Mobile Pagers	7,000	7,000	<b>7,000</b>
S305	Furniture & Equipment - Meeting Halls	15,000	15,000	<b>9,500</b>
S314	Uniforms	2,000	2,000	<b>2,000</b>
S305	Maintenance & Equipment - Kilkenny Lodge	6,000	6,000	<b>6,000</b>
S601	Purchase of Meals	53,060	53,060	<b>53,060</b>
S990	Miscellaneous	24,000	24,000	<b>14,500</b>
	<b><u>Transport Related Expenses</u></b>			
T900	Wardens	25000	25000	<b>25000</b>
	<b>Total Expenditure</b>	<b>633,040</b>	<b>633,040</b>	<b>736,510</b>
	<b>INCOME</b>			
C019	Fees & Charges	19,300	19,300	<b>20,170</b>
C101	Sales non VAT	53,060	53,060	<b>53,060</b>
C400	Electricity - Meeting Halls	5,650	5,650	<b>18,660</b>
	<b>Total Income</b>	<b>78,010</b>	<b>78,010</b>	<b>91,890</b>
	<b>Net Expenditure</b>	<b>555,030</b>	<b>555,030</b>	<b>644,620</b>



## HOUSING REVENUE ACCOUNT

### Deane Helpline Trading Account

Main Code  
A30/A31

Executive Councillor - Cllr Prior - Sankey  
Responsible Officer - Christine Thompson

Sub Code	Description	Original Estimate 2008/2009 £	Current Estimate 2008/2009 £	Forward Estimate 2009/2010 £
	<b>EXPENDITURE</b>			
	<b><u>Employee Related Expenses</u></b>			
E001 001	Salaries	504,980	605,140	628,130
E004	Superannuation	65,820	61,690	64,440
E005	Employers NI	35,960	44,260	46,230
E202	Other NI contributions	0	0	0
E300	Training	5,000	5,000	5,000
E320	Conferences	1,500	1,500	1,500
E410	Advertising for Staff	2,000	2,000	2,000
E415	Criminal Records Bureau	200	200	200
	<b><u>Premises Related Expenses</u></b>			
P011	R & M Maintenance	0	5910	1100
P140	Maintenance	0	0	0
P200	Rent & Energy - 26 Kilkenny Court	8,740	8,740	10,170
P310	Water / Sewerage	2,500	2,500	2,500
P410	Contract Cleaners	110	110	830
	<b><u>Internal Recharges</u></b>	84,410	84,410	86,420
	<b><u>Supplies &amp; Services</u></b>			
S010	Printing & Stationery	6,000	6,000	6,000
S022	Photocopying	250	250	250
S023	Central Photocopying	0	0	0
S100	Telephone	17,000	17,000	17,000
S120	Mobile Phone	1,500	1,500	-
S305	Equipment	6,000	6,000	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	250
S990	Miscellaneous	2,000	2,000	2,500
S900	Contribution to Reserves	30,000	30,000	30,000
	<b><u>Transport Related Expenses</u></b>			
T900	Travelling	23,000	23,000	23,000
	<b>Total Expenditure</b>	803,670	913,910	940,020
	<b>INCOME</b>			
C200	Private Sector Contract Work	246,600	310,200	327,260
C201	Charges to Subscribers - Private Sector	248,950	280,790	296,240
C202	Charges to Subscribers - Public Sector	327,590	316,870	334,300
C500	Miscellaneous Income	5,520	12,200	12,210
C011	Preventative Tech Grant	0	10000	0
C568	Lease cars - Employee Contributions	0	0	0
C924	Transfer from General Fund - Interest on Working Balance	1,000	1,000	500
	<b>Total Income</b>	829,660	931,060	970,510
	<b>Net (Surplus)/Deficit</b>	<b>(25,990)</b>	<b>(17,150)</b>	<b>(30,490)</b>
	<b>Balance b/f - 1 April</b>	<b>3,050</b>	<b>2,740</b>	<b>19,890</b>
	<b>Net Expenditure</b>	<b>25,990</b>	<b>17,150</b>	<b>30,490</b>
	<b>Balance c/f - 31 March</b>	<b>29,040</b>	<b>19,890</b>	<b>50,380</b>

Appendix G

Executive Councillor - Cllr Garner  
Responsible Officer - Phil Webb

Main Code: M30

Sub Code	Description	Original Estimate 2008/2009 £	Forward Estimate 2009/2010 £	Comments
	<b>EXPENDITURE</b>			
	<b>Employee Related Expenses</b>			
E001	Salary	1,206,000	1,359,000	
E002	Overtime	92,000	95,000	
E003	Other Payments	2,000	2,000	
E004	Superannuation	183,000	202,000	
E005	National Insurance	80,000	90,000	
E300	General Training	1,000	1,000	F
E145	Employment Agencies	95,000	98,000	
E410	Advertising for Staff	2,000	2,000	F
E520	Redundancy Payments	10,000	10,000	F
	<b>Capital Financing</b>			
F010	Capital Charges	38,000	38,000	F
	<b>Premises Related Costs</b>			
P011	R&M Buildings Non Routine	1,000	1,000	F
	<b>Internal Recharges</b>			
R039	Purchasing & Supplies	29,000	26,000	F
R041	Accountancy	21,000	34,000	F
R057	Personnel	31,000	33,000	F
R081	Housing	0	6,000	
R100	Building Maintenance DLO	318,000	278,000	F
R103	Highways DLO	6,000	3,000	F
R104	Depot Non-Office	12,000	12,000	F
R805	Sundry Debtors	9,000	7,000	F
	<b>Supplies and Services</b>			
S004	Internal Stores Materials & Supplies	458,000	474,000	
S305	External Materials & Supplies	1,037,000	1,073,000	
S314	Protective Clothing	8,000	8,000	F
S316	Skip & Bobcat	64,000	66,000	F
S349	Plant & Tools	15,000	16,000	F
S910	Intra DLO Works	40,000	41,000	
	<b>Transport Related Expenses</b>			
T100	Routine / Regular Servicing	21,000	22,000	F
T110	Repairs & Maintenance	11,000	11,000	F
T112	Vehicle Fitting	3,000	3,000	F
T120	Tyres	3,000	3,000	F
T220	Petrol and Other Fuels	83,000	86,000	F
T300	Licence, MoT's & Insurance	45,000	47,000	F
T400	Operational Leases	50,000	52,000	F
	<b>Total Expenditure</b>	<b>3,974,000</b>	<b>4,199,000</b>	
	<b>INCOME</b>			
	<b>Works Income</b>			
C500	Income	3,965,000	4,190,000	
C566	Employee Contribution to Vehicle Use	9,000	9,000	
	<b>Total Income</b>	<b>3,974,000</b>	<b>4,199,000</b>	
	<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	

# Taunton Deane Borough Council

## Executive - 4 February 2009

### Report of the Financial Services Manager

#### Capital Programme 2009/2010 Onwards

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

#### Executive Summary

This report details the proposed General Fund (GF) and Housing Account (HRA) capital programmes for the period 2009/10 and beyond.

For the General Fund the estimated unallocated resources available are £15k, given these constrained resources the Executive propose to approve no new one-off schemes. The Executive proposes to fund recurring capital schemes by a revenue contribution to capital.

For all Housing schemes, both GF and HRA, the estimated resources available for 2009/10 amount to £7.716m. The proposed capital programme for 2009/10 amounts to £7.149m. The unallocated resources of £567k are proposed to be carried forward to support the Housing Capital Programme in future years.

#### 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 Housing Capital Programme as outlined in Appendix B. Following consideration by the Executive the programme is due to be considered by Full Council on 17 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:

	2009/10 General Fund £000	2009/10 Housing £000
Current Balance	15	7,716

2.3 The General Fund figure shown above reflects the uncommitted balance on capital reserves. There are some future capital receipts expected totalling approximately £1.85m from the sale of the existing Nursery Site and the sale of South Street Car Park in Wellington but as yet these amounts are estimates only. Resources for Housing include

the Major Repairs Allowance, supported borrowing, usable capital receipts and any revenue contributions to capital.

- 2.4 The figure for Housing 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 48% of all resources available to finance Housing schemes.
- 2.5 With regard to the new 2009/10 programme it should be noted that for both the GF and the HRA no additional 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 £620k in 2009/10.
- 2.6 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.
- 2.7 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, regional housing grant and disabled facilities grants levels. Once this announcement has been made, and if the allocations are greatly different from our assumptions above, then Members will be informed through the usual budget monitoring mechanisms.
- 2.8 The funding for the programmes in 2010/11 onwards is anticipated to be broadly similar to 2009/10, 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 £11.8m. This includes any slippage in schemes, which have been rolled forward from 2007/08 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:

	2009/10 £000	2010/11 £000	2011/12 £000
Renovation Grants	335	335	335
Disabled Facilities Grants (Private Sector)	450	450	450
Grants to Housing Associations	809	809	809
<b>Total</b>	<b>1,594</b>	<b>1,594</b>	<b>1,594</b>

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

### 3.3 **New Schemes**

Due to the limited amount of resource currently available the Executive are minded to approve no new one off schemes. For recurring capital schemes the Executive are minded to fund these through a specific revenue contribution to capital totalling £112k (and which has been included in the revenue budget report considered elsewhere on this agenda). Officers estimated that there will be only 5 RTB sales in 2009/10.

- 3.4 The levels of funding for these recurring schemes is shown below, due to the constraints on the revenue budget the proposed funding is lower than that originally proposed by officers.

<b>Scheme</b>	<b>Officers Requested Amount £000</b>	<b>Executive Councillors Revised Amount £000</b>
Grants to Clubs	60	45
Play Equipment – grants to parishes	31	20
Replacement Play Equipment	13	10
New Play Equipment	13	10
Energy Conservation	50	0
Desktop Hardware Replacement (£60k thereafter from 2010/11 onwards)	17	17
Replacement Car Parking Pay & Display Machines	20	5
Replacement Car parking Hand Held enforcement equipment	5	5
<b>Schemes to be funded by a specific Revenue Contribution to Capital</b>	<b>209</b>	<b>112</b>
Taunton Canal Grant – proposed to be funded by a revenue budget allocation to sustainable transport schemes	10	10
Disabled Facility Grants – expected ongoing additional demand due to change in policy re care for the elderly – proposed to be funded for 2009/10 by Additional Regional Housing Grant	100	100
<b>Total Recurring Schemes</b>	<b>319</b>	<b>222</b>

3.5 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.

3.6 The detailed GF capital programme, which includes the new recurring schemes now totals £12.7m 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 2009/10, 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 £1.7m and uncommitted useable capital receipts from the sale of Council Houses received in previous years of £1.2m.

- 4.2 The General Fund Housing Programme, as detailed in paragraph 3.2 requires the use of £1.594m of these resources, leaving £6.122m available for the HRA capital programme.
- 4.3 The proposed HRA Capital Programme for 2009/10, as detailed in Appendix B, and accompanied by the commentary in Appendix C, projects a programme of £5.555m. Members should note this programme will leave resources available to carry forward of £567k. These resources will be used to support future Housing Capital Programmes.
- 4.4 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.
- 4.5 The Overview and Scrutiny Board considered the draft programme at their meeting on 22 January and requested details of the impact of the Executive's proposal not to support the Officer bid for a £50k budget for energy conservation works – these will be sent out under separate cover. However, there were no formal amendments to the programme proposed by the Board.

## **5 Recommendations**

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

**Contact Officers:** GF Capital Programme & General Enquires  
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**Background Papers:** Members Budget Consultation Pack 2009/10  
(Orange folder)

Overview and Scrutiny Board 22 January 2009 –  
Capital Programme 2009/10 onwards (report of the  
Financial Services Manager)



TDBC CAPITAL PROGRAMME 2008/09 ONWARDS

Appendix A

PRIMARY CODE	RESPONSIBLE OFFICER	PORTFOLIO	SCHEME / PROJECT	BUDGET PROFILE				
				2008/09 £	2009/10 £	2010/11 £	2011/12 onwards £	Total
T30	George Stark	CORPORATE	Public Buildings -Disabled Access (aka DDA Works)	0	0	0	18,170	18,170
T31	George Stark	CORPORATE	Energy Conservation/Water Management	0	0	0	43,530	43,530
T53	Claire Bramley	CORPORATE	CCTV Flook House	2,000	0	0		2,000
T58	Fiona Kirkham	CORPORATE	IT Improvements	84,360	59,000	60,000	60,000	263,360
T59	George Stark	CORPORATE	Asbestos Removal	0	0	0	21,650	21,650
W46	Shirlene Adam	CORPORATE	SAP Transformation Project	678,780	0	0		678,780
W47	Shirlene Adam	CORPORATE	Procurement Transformation Project	944,750	0	0		944,750
W48	Shirlene Adam	CORPORATE	Customer Access Initiation	417,130	0	0		417,130
-	Shirlene Adam	CORPORATE	Transformation Project Staff Backfill	67,000	0	0		67,000
		<b>CORPORATE Total</b>		<b>2,194,020</b>	<b>59,000</b>	<b>60,000</b>	<b>81,650</b>	<b>2,456,370</b>
T40	Tony Turner	ECONOMIC	Grass Cutting Equipt.	36,000	0	0		36,000
T41	Tony Turner	ECONOMIC	Vehicle Acquisitions	198,000	138,230	0		336,230
T61	Tim Haynes	ECONOMIC	Parking on Estates	0	0	0	15,000	15,000
T67	Alex Stevens	ECONOMIC	Tone Mill	10,000				10,000
W37	Joy Wishlade	ECONOMIC	Project Taunton - Firepool	302,000	0	0		302,000
W70	Adrian Preist	ECONOMIC	Blackdown Business Park	10,000	0	0	26,200	36,200
W71	Phil Sharritt	ECONOMIC	Business Park Development, Wiveliscombe	0	0	0	150,000	150,000
		<b>ECONOMIC Total</b>		<b>556,000</b>	<b>138,230</b>	<b>0</b>		<b>885,430</b>
T27	Paul Rayson	ENVIRONMENTAL	Wellington Cemetery Extension	0	0	0	6,960	6,960
T74	Ian Clark	ENVIRONMENTAL	Taunton/Bridgwater Canal	10,000	10,000	10,000	10,000	40,000
W12	Paul Rayson	ENVIRONMENTAL	Crematorium - Extension	0	0	0	37,100	37,100
W13	Paul Rayson	ENVIRONMENTAL	Cemetery & Crematorium Car Park Lighting	0	0	0	5,500	5,500
W36	Ian Clark	ENVIRONMENTAL	Neroche Project	14,700	14,700	0		29,400
W43	Paul Rayson	ENVIRONMENTAL	Mercury Abatement Works (Extension and Filters)	85,000	0	0	285,000	370,000
W45	George Stark	ENVIRONMENTAL	Highfields Nursery	510,000	0	0		510,000
W68	Bruce Carpenter	ENVIRONMENTAL	Waste Initiative *	15,000	44,000	0		59,000
		<b>ENVIRONMENTAL Total</b>		<b>634,700</b>	<b>68,700</b>	<b>10,000</b>	<b>344,560</b>	<b>1,057,960</b>
V95	David Whitehead	HOUSING (NON HRA)	Disabled Facilities Grants - Private Sector	350,000	450,000	450,000	450,000	1,700,000
V97	David Whitehead	HOUSING (NON HRA)	Private Sector Renewal Grants	335,000	335,000	335,000	335,000	1,340,000
V99	David Whitehead	HOUSING (NON HRA)	Grants to RSLs	809,000	809,000	809,000	809,000	3,236,000
		<b>HOUSING Total</b>		<b>1,494,000</b>	<b>1,594,000</b>	<b>1,594,000</b>	<b>1,594,000</b>	<b>6,276,000</b>
T01	Karen Hughes	LEISURE	Corporate Priorities - Grants to Clubs	220,900	45,000	45,000	45,000	355,900
T04	Karen Hughes	LEISURE	Corporate Priorities - Play Equipt. Grants to Parishes	88,300	20,000	20,000	20,000	148,300
T05	Karen Hughes	LEISURE	Play Equipt. Replacement	220,370	20,000	20,000	20,000	280,370

TDBC CAPITAL PROGRAMME 2008/09 ONWARDS

Appendix A

PRIMARY CODE	RESPONSIBLE OFFICER	PORTFOLIO	SCHEME / PROJECT	BUDGET PROFILE				
				2008/09 £	2009/10 £	2010/11 £	2011/12 onwards £	Total
T46	Steve Hughes	LEISURE	Taunton Green Multi Use Games Area	0	0	0	8,650	8,650
W09	Steve Hughes	LEISURE	Tennis Centre Extension	0	0	0	8,340	8,340
W39	Steve Hughes	LEISURE	Hamilton Gault Pavillion	425,500	0	0		425,500
W40	Steve Hughes	LEISURE	Galmington Pavillion	425,500	0	0		425,500
W41	Steve Hughes	LEISURE	Vivary Park Tennis Courts	0	0	0	6,200	6,200
W44	Joy Wishlade	LEISURE	Museum Funding Grant	20,000	0	0		20,000
		<b>LEISURE Total</b>		<b>1,400,570</b>	<b>85,000</b>	<b>85,000</b>	<b>108,190</b>	<b>1,678,760</b>
T45	John Lewis	PLANNING	Parking Strategy - Payment Equipment Replacement	1,860	10,000	10,000	11,860	33,720
T60	John Herrington	PLANNING	Contributions to Footpaths and Streetlighting	25,000	0	0	65,200	90,200
T82	John Lewis	PLANNING	Paul St Car Park	0	0	0	100,550	100,550
T86	George Stark	PLANNING	Town Centre Improvements	0	0	0	7,600	7,600
W32	John Lewis	PLANNING	Multi-Storey Car Park - Drying Room	0	0	0	10,000	10,000
W33	John Lewis	PLANNING	Anti Suicide Measures - Paul St Car Park	55,000	0	0		55,000
		<b>PLANNING Total</b>		<b>81,860</b>	<b>10,000</b>	<b>10,000</b>	<b>195,210</b>	<b>297,070</b>
			<b>Total Expenditure</b>	<b>6,361,150</b>	<b>1,954,930</b>	<b>1,759,000</b>	<b>2,323,610</b>	<b>12,651,590</b>

\* Includes £44,000 supplementary estimate which has been approved by the Executive but has yet to be formally considered by Full Council.

Housing Capital Programmes 2008/09 to 2012/13

Appendix B

Area	Original Budget 2008/09	Revised Budget 2008/09	Proposed Budget 2009/10	Indicative Budget 2010/11	Indicative Budget 2011/12	Indicative Budget 2012/13
<b>Decent Homes</b>						
Kitchen Improvements + bathroom fttgs }		3,000,000	3,400,000	3,200,000		
Roofing - Pitched - age renewal }						
Roofing - Pitched - early failure }						
Roofing - flat - age renewal }						
Roofing - flat - early failure }	4,512,390	400,000	600,000	400,000	3,754,030	3,922,960
Windows }		580,000	430,000			
Doors }			200,000			
Electrical Testing - 10 years }						
Rewiring }						
Heating Improvements }		267,500	115,000	215,000		
Refurbishments - one-off }						
	<b>4,512,390</b>	<b>4,247,500</b>	<b>4,745,000</b>	<b>3,815,000</b>	<b>3,754,030</b>	<b>3,922,960</b>
<b>Other Works</b>						
Integrated Housing Management System	20,000	10,010	15,000	0	0	0
Communal TV Aerials	20,000	39,790	0	0	0	0
Door Entry Systems	20,000	24,850	20,000	20,000	20,000	20,000
Aids and Adaptations	200,000	226,280	200,000	200,000	200,000	200,000
Soundproofing	20,000	20,540	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	40,000	20,000	20,000	20,000	20,000
Works to Priory Depot to support Housing Restructure		10,000	50,000			
Roland Close/Sneddon Gove - renovation works		82,490				
Choice based Lettings system		133,440				
Extension of TAH Homeless Hostel		269,330				
Lindley House		512,000	115,000	115,000		
	<b>4,832,390</b>	<b>5,636,230</b>	<b>5,205,000</b>	<b>4,210,000</b>	<b>4,034,030</b>	<b>4,202,960</b>
Community Alarm Systems	45,000	52,710	45,000	45,000	45,000	45,000
Tenants Imps.	5,000	7,560	5,000	5,000	5,000	5,000
Cash Incentive Scheme		54,990	0	0	0	0
Disabled Facilities Grants (HRA Stock)	200,000	200,000	300,000	300,000	300,000	300,000
<b>Total HRA Capital</b>	<b>5,082,390</b>	<b>5,951,490</b>	<b>5,555,000</b>	<b>4,560,000</b>	<b>4,384,030</b>	<b>4,552,960</b>
<b>General Fund Housing Capital Schemes</b>						
Grants to RSLs	809,000	795,000	809,000	809,000	809,000	809,000
Private Sector Renewal Grants	335,000	592,240	335,000	335,000	335,000	335,000
Disabled Facility Grants - Private Sector	350,000	251,610	450,000	450,000	450,000	450,000
<b>Total GF Housing Capital</b>	<b>1,494,000</b>	<b>1,638,850</b>	<b>1,594,000</b>	<b>1,594,000</b>	<b>1,594,000</b>	<b>1,594,000</b>
<b>Total Housing Capital Programme</b>	<b>6,576,390</b>	<b>7,590,340</b>	<b>7,149,000</b>	<b>6,154,000</b>	<b>5,978,030</b>	<b>6,146,960</b>

Housing Capital Programme 2009/10 Funding (Estimated)		£
<b>HRA Schemes</b>		
Major Repairs Allowance		3,704,420
Revenue Contribution to Capital		1,735,580
Capital Grants		115,000
<b>Total</b>		<b>5,555,000</b>
<b>GF Housing Schemes</b>		
Regional Housing Grant		532,000
Supported Borrowing		620,000
Govt support for Disabled Facility Grants		210,000
Capital Receipts		232,000
<b>Total</b>		<b>1,594,000</b>
<b>Grand Total</b>		<b>7,149,000</b>

## **APPENDIX C**

### **1. Housing Capital Programme Commentary**

1.1 The Capital Programme projected for 2009/10 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 B.

#### **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)** £4,745,000

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'. The definition of what is a decent home was updated in June 2006 to reflect the Housing Health and Safety Rating System. 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.

Decent Homes contract works are continuing positively, and the database and programming software recently installed by Housing Property Services will, by the end of the financial

year, give us our Decent Homes programme for at least the next two years as previously reported and discussed.

Housing Officers will be present at the meeting to update Members on progress made during 2008/09 on meeting the Decent Homes Standard.

- |      |   |          |
|------|---|----------|
| 2.5  | <p><u>New Housing Management IT System (HP 4 Continued Investment in Management and Maintenance of Housing Stock)</u></p> <p>This project commenced in 2006/07, however, due to some delays implementation will now be complete during 2008/09. This figure for 2009/10 represents the retention payment after completion of the contract.</p>                            | £15,000  |
| 2.6  | <p><u>Door Entry Systems (HP 4 Continued Investment in Management and Maintenance of Housing Stock)</u></p> <p>Historically door entry systems have been installed in Sheltered Housing schemes and in blocks of flats subject to Anti-Social Behaviour. Work is continuing where there is a demonstrated need relating to serious and persistent reported incidents.</p> | £20,000  |
| 2.7  | <p><u>Aids and Adaptations (inc parking) (HP 5 Continued Support for Vulnerable Groups)</u></p> <p>Continued assistance to provide small, essential adaptations to Council dwellings to meet the needs of disabled and elderly tenants.</p>   | £200,000 |
| 2.8  | <p><u>Soundproofing Work (HP 4 Continued Investment in Management and Maintenance of Housing Stock)</u></p> <p>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 and is now carried out in conjunction with Decent Homes work.</p>                | £20,000  |
| 2.9  | <p><u>DDA Work</u></p> <p>In order to ensure that buildings used by the public comply with the Disability Discriminations Act, certain modifications are necessary. Work is concentrating on sheltered scheme meeting halls on a five year programme.</p>   | £20,000  |
| 2.10 | <p><u>Asbestos Investigations (HP 4 Continued Investment in Management and Maintenance of Housing Stock)</u></p> <p>Work is underway to survey property types within the Housing stock to identify where asbestos based products exist and to compile a register of these.</p>  | £20,000  |
| 2.11 | <p><u>Works to Priory Depot to support Housing Restructure</u></p>  | £50,000  |

The restructure within Housing following the Stock Transfer vote meant that the best solution for Housing Property Services staff was to all be at one location. The most suitable location was considered to be the Depot and a phased transfer of staff ensued. Space was limited and not all suitable for purpose, this funding will meet these needs. The process has been delayed due to changing requirements and situation at the Depot.

2.12	<u>Lindley House</u> This represents the budget for the conversion of the property to a homeless hostel – it is funded by Government Grant	£115,000
2.13	<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
2.14	<u>Disabled Facilities Grants (HRA Stock) (HP 5 Continued Support for Vulnerable Groups)</u> These means tested grants are given for large adaptations to the homes of Council tenants in order to meet the needs of their disabilities, based upon recommendations made by Occupational Therapists. This budget has been increased by £100k to take account of the expected additional demand for DFGs due to changes in SCC policy re care for the elderly.	£300,000
<b>Total Housing Revenue Account Capital Programme</b>		<b>£5,555,000</b>
<b>3.</b>	<b><u>Private Sector Renewal</u></b>	
3.1	<u>Grants to Registered Social Landlords (HP 1)</u> These grants are given to provide Affordable Housing through RSL's to complement additional funding provided through the Housing Corporation.	£809,000
3.2	<u>Private Sector Renewal Grants (HP 3)</u> Grants and supported loans are given on a discretionary basis for essential repairs for Owner Occupiers. Home Aid, the Council's Home Improvement Agency, acts on behalf of vulnerable residents using grants to carry out essential repairs, improvements and adaptations to their homes.	£335,000
3.3	<u>Disabled Facilities Grants – Private Sector (HP 5)</u> Disabled and elderly Owner Occupiers qualify for mandatory means tested grants for large, essential adaptations to their homes based on recommendations made by Occupational	£450,000

Therapists. Again this budget has been increased by £100k to fund the expected additional demand for DFGs due to changes in SCC policy re care for the elderly.

**Total General Fund Housing Capital Programme** **£1,594,000**

**Total Housing Capital Programme** **£7,149,000**

# Taunton Deane Borough Council

## Executive – 4 February 2009

### Report of the Financial Services Manager

#### Review of Earmarked Reserves

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

#### Executive Summary

A recent review of earmarked reserves has identified that £951k may be returned to the General Fund. The Executive are requested to approve the return of these monies back to the General Fund Reserve.

#### 1. Purpose

- 1.1 A review of major earmarked reserves has recently been completed. This has identified that some of these reserves are no longer required and may be returned to the General Fund reserve.
- 1.2 This report asks that the Executive approve the return of these monies back to the General Fund Reserve.

#### 2 Background

- 2.1 The table below shows the current forecast position on the General Fund reserve for 2008/09:

	£
Opening Balance 1.4.08	644,640
Less / Amount Used To Support 2008/09 Budget	0
Less / Supplementary Estimates Agreed To Date*	(59,121)
	<u>585,519</u>
Add earmarked reserves returned to general balances (April 08 Exec Report refers)	595,265
Add repayments to reserve for early retirements granted in previous years (invest to save)	164,621
Add repayment to reserves for new Christmas lights supplementary estimate	4,750
<b>Predicted Balance Before Budget Setting</b>	<b><u>1,350,155</u></b>

\* includes £50k supplementary estimate for the funding of the Unauthorised Planning issue considered by the Executive at their last meeting and which has yet to be formally agreed by Full Council.

- 2.2 The current Financial Strategy lays down the minimum levels for General Fund balances, namely:



- *That General Fund Reserves should be maintained at a minimum of £1.25m (or £1m if being replenished via invest to save initiatives),*

2.3 Officers are aware that with the forthcoming core council review reserves will need to be used to fund the one off costs associated with this review. Therefore a review of major reserves has been commissioned, the findings of which are shown below.

### 3 Identified Surplus Reserves

3.1 The table below shows those major reserves that officers have reviewed and explains why they are no longer required.

3.2

Reserve	Amount no longer Required £000
<p><b>Self Insurance Fund</b> The Council maintains a self-insurance fund, which is used to cover some Council assets against fire and other risks. The fund stood at £1.044m at 31 March 2008, a recent review by the Council's insurance broker has identified that the reserve only needs to remain at £750k given the current level of risks that it covers. Therefore Officers recommend that £250k can be returned to balances.</p>	250
<p><b>Waste Services</b> When the Somerset Waste Partnership was created the Council made savings on the basic cost of the service. These savings, in both 2007/08 and 2008/09, were set-aside in a reserve to fund an enhanced recycling service across the Borough. This service will not be introduced in the current financial year, so these funds can be returned to general fund reserves. The amount available totals £311k.</p>	311
<p><b>Job Evaluation</b> The Council set aside a reserve to fund the expected additional salary costs of the recent Job Evaluation scheme – now that the final results of the scheme are known the remaining funds are no longer required. The amount available is £390k.</p>	390
<b>Total</b>	<b>951</b>

3.3 The effect of the transfer of this amount to General Balances will be to increase the General Fund reserve to a forecast level of £2.301m as at

31 March 2009. The use of some of these reserves to fund the core council review will be subject to a separate report, considered elsewhere on this agenda.

- 3.4 The Council's Chief Finance Officer, Shirlene Adam is happy to support the findings of this review and recommends that this action be taken in order to protect the Councils overall financial standing.
  - 3.5 The Council has other smaller earmarked reserves and a review of these is ongoing; should this identify further monies that are available then a further report will be presented to Members.
  - 3.6 The Overview and Scrutiny Board considered this report at their meeting on 22 January and fully supported the recommendation.
- 4 Recommendation**
- 4.1 The Executive is requested to consider this report and to approve the return of £951k to the General Fund Reserve.

#### **Background Papers**

Executive 2 April 2008 – Review of Earmarked Reserves, report of the Strategic Director

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# TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 4 FEBRUARY 2009

## REPORT OF THE FINANCIAL SERVICES MANAGER

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

### COUNCIL TAX SETTING 2009/10

#### Executive Summary

To make recommendations to Full Council on the level of Council Tax for 2009/10.

#### **1 Purpose**

- 1.1 To consider, and make recommendations to Full Council on the proposed level of Council Tax for 2009/10.

#### **2 Introduction**

- 2.1 Following approval of the budget for 2009/10, 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 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.
- 4.2 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 17 February 2009. Even at this meeting, the Council will be required to approve the tax levels "subject to" the County Council element receiving formal approval by Somerset County Council, who meet on 18 February 2009. 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 2009.

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

- 5.1 The estimated expenses chargeable to the non-parished area of Taunton in 2009/10 amounts to £30,620 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 £1.90 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 (draft figures are shown as shaded on the attached appendices). Final figures will be included in the final figures considered by Full Council on 17 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, the Fire 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 £783,745. Taunton Deane's share of this amounts to £81,600. 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 £14,367,513 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 £1,600,772 and the Non Domestic Rates Distribution (NDR) from the pool, amounting to £6,935,368. This is summarised as follows:-

	£	£
Total Budget Requirement		14,367,513
Less / RSG	1,600,772	
NNDR Distribution	6,935,368	
Collection Fund Deficit	(81,600)	
		8,454,540
Amount To Be Raised By Council Tax		5,912,973

- 8.2 The net amount, having taking the collection fund position into account, of £5,912,973 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 2008.
- 8.3 Members will note that the Council Tax for the borough (excluding Parish Precepts and Special Expenses for the non-parished area) is £135.71, an increase of £3.82 (2.9%) compared to the 2008/09 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 4 December 2008 the Executive calculated the following amounts for the year 2009/10 in accordance with the regulations made under Section 33(5) of the Local Government Finance Act 1992 (as amended):-

(1) 40,399.85 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	76.70	Neroche	252.56
Ashbrittle	91.34	North Curry	730.57
Bathealton	81.32	Norton Fitzwarren	807.63
Bishops Hull	1,072.93	Nynehead	156.97
Bishops Lydeard / Cothelstone	1,942.94	Oake	334.07
Bradford on Tone	288.20	Otterford	166.56
Burrowbridge	202.22	Pitminster	457.35
Cheddon Fitzpaine	639.44	Ruishton / Thornfalcon	618.09
Chipstable	126.92	Sampford Arundel	130.44
Churchstanton	323.50	Staplegrove	725.08
Combe Florey	122.10	Stawley	130.96
Comeytrowe	2,087.85	Stoke St Gregory	382.12
Corfe	133.16	Stoke St Mary	204.74
Creech St Michael	947.91	Taunton	16,154.15
Durston	58.80	Trull	1,006.54
Fitzhead	125.72	Wellington	4,658.68
	144.89		299.17

Halse		Wellington (Without)	
Hatch Beauchamp	262.64	West Bagborough	162.97
Kingston St Mary	448.44	West Buckland	441.31
Langford Budville	235.70	West Hatch	141.84
Lydeard St Lawrence / Tolland	201.80	West Monkton	1,113.54
Milverton	597.33	Wiveliscombe	1,112.63

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 2009/10 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

- (a) £77,422,408 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) £63,054,895 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) £14,367,513 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) £8,454,540 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) £146.36  $\frac{(c) - (d)}{9.2.1(1)} = \frac{14,367,513 - 8,454,540}{40,399.85}$

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) £430,113 being the aggregate amount of all special items referred to in Section 34(1) of the Act. (*Parish Precepts and Special Expenses*).

(g) £135.71  $(e) - \frac{(f)}{10.2.1(a)} = 146.36 - \frac{430,113}{40,399.85}$

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	138.97	Neroche	149.17
Ashbrittle	148.85	North Curry	156.24
Bathealton	143.70	Norton Fitzwarren	164.67
Bishops Hull	154.35	Nynehead	157.69
Bishops Lydeard / Cothelstone	152.62	Oake	149.18

Bradford on Tone	153.06	Otterford	135.71
Burrowbridge	159.51	Pitminster	151.11
Cheddon Fitzpaine	145.09	Ruishton / Thornfalcon	153.91
Chipstable	150.29	Sampford Arundel	169.75
Churchstanton	159.26	Staplegrove	148.12
Combe Florey	148.81	Stawley	150.98
Comeytrowe	146.25	Stoke St Gregory	151.41
Corfe	146.97	Stoke St Mary	150.40
Creech St Michael	153.91	Taunton	137.61
Durston	136.39	Trull	147.63
Fitzhead	155.11	Wellington	152.21
Halse	146.06	Wellington (Without)	152.09
Hatch Beauchamp	151.63	West Bagborough	141.85
Kingston St Mary	149.09	West Buckland	153.84
Langford Budville	154.80	West Hatch	150.73
Lydeard St Lawrence / Tolland	150.08	West Monkton	162.29
Milverton	150.78	Wiveliscombe	153.11

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

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**Background Papers**

Executive 4/2/09 - General Fund Revenue Budget 2009/10

Executive 4/12/08 – Council Tax Base 2009/10



PARISH PRECEPTS 2009/2010

Appendix A

Shaded figures represent indicative data only

Council Tax at band D 2008/09	Parish	Precept 2009/10	Tax Base 2009/10	Council Tax at Band D 2009/10
£		£		
3.17	Ash Priors	250	76.70	3.26
16.63	Ashbrittle	1,200	91.34	13.14
7.39	Bathealton	650	81.32	7.99
18.60	Bishops Hull	20,000	1,072.93	18.64
15.14	Bishops Lydeard/Cothelstone	32,860	1,942.94	16.91
18.91	Bradford on Tone	5,000	288.20	17.35
22.17	Burrowbridge	4,813	202.22	23.80
9.42	Cheddon Fitzpaine	6,000	639.44	9.38
13.33	Chipstable	1,850	126.92	14.58
23.95	Churchstanton	7,620	323.50	23.55
13.00	Combe Florey	1,600	122.10	13.10
10.06	Comeytrove	22,000	2,087.85	10.54
9.78	Corfe	1,500	133.16	11.26
16.22	Creech St Michael	17,250	947.91	18.20
0.68	Durston	40	58.80	0.68
21.39	Fitzhead	2,439	125.72	19.40
14.31	Halse	1,500	144.89	10.35
13.38	Hatch Beauchamp	4,180	262.64	15.92
15.21	Kingston St Mary	6,000	448.44	13.38
23.24	Langford Budville	4,500	235.70	19.09
14.53	Lydeard St Lawrence/Tolland	2,900	201.80	14.37
15.10	Milverton	9,000	597.33	15.07
13.67	Neroche	3,400	252.56	13.46
20.70	North Curry	15,000	730.57	20.53
23.59	Norton Fitzwarren	23,391	807.63	28.96
19.53	Nynehead	3,450	156.97	21.98
12.10	Oake	4,500	334.07	13.47
0.00	Otterford	0	166.56	0.00
15.24	Pitminster	7,043	457.35	15.40
18.11	Ruishton/Thornfalcon	11,250	618.09	18.20
34.50	Sampford Arundel	4,440	130.44	34.04
13.90	Staplegrove	9,000	725.08	12.41
16.25	Stawley	2,000	130.96	15.27
15.72	Stoke St Gregory	6,000	382.12	15.70
17.52	Stoke St Mary	3,008	204.74	14.69
13.88	Trull	12,000	1,006.54	11.92
16.50	Wellington	76,872	4,658.68	16.50
15.64	Wellington (Without)	4,900	299.17	16.38
6.27	West Bagborough	1,000	162.97	6.14
18.20	West Buckland	8,000	441.31	18.13
15.15	West Hatch	2,130	141.84	15.02
11.40	West Monkton	29,597	1,113.54	26.58
15.94	Wiveliscombe	19,360	1,112.63	17.40
1.75	Taunton Special Expenses	30,620	16,154.15	1.90

# Taunton Deane Borough Council

## Executive - 4 February 2009

Joint report of the Chief Executive (Penny James), Core Council Review Project Director (Brendan Cleere) and Section 151 Officer (Shirlene Adam)

### Core Council Review Proposals

(This matter is the responsibility of Councillor Henley, Leader of the Council)

## 1. Purpose of Report

### Executive Summary

This report proposes a fundamental change to the structure and ways of working at all levels within the Core Council.

A thematic working model is proposed, whereby all Core Council staff will be based in one of four themes:

- Strategy and Corporate
- Growth and Development
- Business (DLO)
- Operations and Regulation

Implementation of the proposal will occur in phases, with the Strategy and Corporate Theme as phase 1 and detailed proposals for other themes being developed and implemented in subsequent phases during 2009/10.

The Human Resource implications of this proposal are significant, and a number of staff within the Strategy and Corporate theme have been placed at risk of redundancy.

The projected revenue savings for the General Fund arising from phase 1 of this proposal are £342,000 from 2009/10. One-off costs of phase 1 of the proposal are in the range £324,000 - £1.2m. Revenue savings and one-off costs arising from subsequent phases of the review will be included as further proposals are developed.

The Overview and Scrutiny Board is recommended to consider the proposal and provide views to the Executive on 4 February 2009.

2.1 The background to the Core Council Review was included in the reports to the Overview and Scrutiny Board, on 30 October 2008 and 22 January 2009.

2.2 A number of related factors are driving the need for a review of the Core Council. In no particular order, these include (but are not limited to):

- An increased emphasis on the role of councils as ‘place-shapers’ and promoters of the wider well-being of the area.
- Financial pressures and the need to deliver substantial ongoing efficiency savings.
- The need to engage better with residents and communities, giving them a greater say in local decision making, priority setting and resource allocation.
- Rising customer expectations.
- The need to manage and respond to continuous and multiple changes.
- The need to develop further long term partnerships with private, public and voluntary sector organisations.
- The need to create the right environment and culture for high performance – including the right working environment.
- The need to build officer leadership capability and capacity.

### **3. Aim of the Core Council Review**

3.1 Against the above background, the established aim of this review is to introduce a new structure and ways of working that will enable the Core Council to:

- Be fit for purpose, delivering our vision, widened roles and ways of working
- Deliver substantial efficiency savings for 2009/10 and beyond

3.2 The review is focused on staffing structures rather than Member structures. Member structures are touched on in section 13.

### **4. Our Vision and Culture**

4.1 Clear vision and ways of working are essential starting points for any successful organisation.

4.2 The Council's vision is to:

***“Make life better for people and communities”***

4.3 This vision underpins the Core Council Review and will guide the work of the Council in future. To illustrate our vision further, the following roles and ways of working have been shared with members. These will act as ‘design principles’ for the new Core Council and the future development of the organisation:

<b>Roles</b> <i>What will we do?</i>	<b>Culture</b> <i>How will we work?</i>
<ul style="list-style-type: none"> <li>• <b>Efficiency and Improvement.</b> To deliver substantial efficiency savings, through the new structure and in the way we operate.</li> <li>• <b>Place-shaping and wider well-being.</b> To understand the issues and challenges facing Taunton Deane. To establish more clearly what kind of place we want the Borough to be, and overcome obstacles to achieving this. To deliver LAA outcomes for the area. To act as a convenor of local services and partners.</li> <li>• <b>Community engagement and empowerment.</b> To give people a stronger say in local services and priority setting. To move towards an engagement model where the community decides and the Council acts as an executive to enact these decisions.</li> <li>• <b>Good Services.</b> To enable the delivery of good, value for money services, reflecting local priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Leadership.</b> To offer strong leadership and take ownership of issues that matter to people.</li> <li>• <b>Ambition.</b> To be ambitious for our area and communities.</li> <li>• <b>Focus.</b> To establish a limited number of top priorities and focus on the delivery of these.</li> <li>• <b>Outward looking.</b> To be concerned with the wider well-being of the area.</li> <li>• <b>Customer first.</b> To put the needs of customers and residents at the heart of all we do.</li> <li>• <b>Flexible.</b> To be flexible and responsive to different community needs and changing circumstances within the community and organisation.</li> <li>• <b>Collaborative.</b> To work in partnership to improve the lives of residents and communities. Not to be precious about our own organisational autonomy.</li> <li>• <b>Performance.</b> To rigorously manage performance of services and outcomes. To be a formidable client.</li> <li>• <b>“One Council”.</b> To promote stronger common purpose and collaborative working across different parts of the authority.</li> <li>• <b>Change.</b> To initiate change where necessary and engage positively with changes affecting the authority and area.</li> </ul>

4.4 Organisational Development activity will have a key role in developing and embedding these roles and culture within the Core Council. This is referred to in more detail in section 8.

## 5. Proposal for the Core Council

5.1 The proposal for the new Core Council is set out in the following sections:

- Thematic Working – An Introduction (section 5.3)
- Proposed Themes and Organisational Structure (section 5.4)
- Future service standards (section 5.5)
- The role of Corporate Management Team (section 5.6)
- Human Resource Implications (section 6)
- Recruitment Method and Timetable (section 7)
- Organisational Development (section 8)

5.2 Further sections deal with the financial implications of the proposal, links to the Pioneer Somerset programme of enhanced two-tier working, consultation arrangements, risk assessment, equality impact assessment and implications for political management arrangements.

### **5.3 Thematic Working – An Introduction**

5.31 The report proposes the introduction of thematic working across the organisation as the most appropriate model for delivering our widened role and to reinforce the ways of working outlined previously. Working in a thematic way will typically mean:

- Stronger co-operation and greater inter-play between different service areas and disciplines, to address particular organisational and/or community issues.
- Greater use of ‘task and finish’ working, with opportunities for people to bring their expertise, interest and capacity to a project not traditionally perceived as part of their ‘day job’.
- A wider framework of accountability for individuals, who will report to different managers for the different projects they are involved in. Within this framework, individuals will still receive day-to-day support from a single manager, who will carry out regular performance reviews and facilitate personal/career development. This is a fundamentally different way of working for all Council staff.
- Greater responsiveness to urgent and/or important issues (‘hotspots’) that arise in communities and localities across the Borough.
- More generic working, where professionalism and technical expertise will be highly valued, but not to the extent that wider issues affecting the Council and community are perceived as ‘somebody else’s department’.
- Greater sharing of knowledge and expertise across different themes. There will be opportunities for individuals to gain experience, develop their career and bring new perspectives to achieve better outcomes for the organisation, local residents and communities.
- Convening and working closely with partner organisations to tackle complex community issues that require the input of more than one agency.

## **5.4 Proposed Themes and Organisational Structure**

5.41 Core Council staff will be grouped into one of the following four themes:

- Strategy and Corporate
- Growth and Development
- Business (DLO)
- Operations and Regulation

5.42 These themes will provide the 'home-base' for staff within the new structure. However, in keeping with the approach outlined for thematic working, staff will frequently find themselves working closely with those in other thematic groups on particular issues or projects.

5.43 Table 1 overleaf gives an overview of each theme and the proposed management arrangements. Structural diagrams of the existing and proposed new organisational structures are attached as Appendix A and B respectively.

5.44 Implementation of the Core Council Review will occur in phases over 2009/10. This phased approach will provide the time and capacity necessary to manage the transition to the new Core Council, enable appropriate support to be provided for all staff affected and ensure continuity of service to residents over a period of major organisational change. Details of the proposed phasing are also provided in Table 1.

## **5.5 Service Standards**

5.51 Standards of service provided to our customers will be an important consideration in proposals emerging from this review. The level of Officer resources proposed will have an impact on service levels. This will present Members with choices around relative priorities and resourcing of each individual service area and theme.

5.52 Standards of service can be expressed in qualitative and/or quantitative Terms. The proposals brought forward will give Members an indication of what level of resources is required to achieve a certain service level. It is unlikely that the Council will be able to retain an excellent standard of service across the piece with a reduction in resources from current levels. As the review unfolds advice will be given on the impact of each proposal on service standards.

5.53 With respect to the initial proposal relating to the strategy and corporate theme it is the view of Corporate Management Team that the level of standard of strategy making and performance/client management will reduce from its current excellent standard to a good standard in CPA terms. If Members wish to reduce the level of



resources further than suggested in the proposal at section 9 then service levels will reduce further.

- 5.54 There is a clear link between the quality of strategy making and clienting and results on the front line. For example excellent housing strategy enabled the bid to Government for the funding for the rough sleepers initiatives and extension to Lindley House, excellent work on the LDF led to a substantial sum of money coming to the organisation as Housing and Planning Delivery Grant, capacity in Policy and Performance enabled us to respond swiftly and effectively to the proposals to close Post Offices and BT Phone Boxes, and as a final example excellent work in sports enabled swift and effective bids to government for free swimming funding.

**Table 1 – Overview of Proposed Core Council Themes, Management Arrangements and Phasing**

Theme	Indicative Role and Functions	Management Arrangements	Phasing
<b>Strategy and Corporate</b>	<i>Strategy</i> for the place and the organisation. Functions include: performance and improvement, forward planning and the Local Development Framework, CAA, economic strategy, sports strategy, housing strategy, community strategy and Local Area Agreement, legal & democratic; research & consultation, equalities, health improvement, sustainability, climate change, PR & marketing, client and contract management, retained services, transformation, corporate performance, information management, website and strategic customer access.	3 management posts and new staffing structure	Implement in <b>one phase</b> , with recruitment to all new posts in March 2009.
<b>Growth and Development</b>	<i>Delivery</i> of growth and development in the community. Functions include, enabling affordable housing, development management/control, heritage and landscape, economic development & regeneration, Tourist Information Centre, community development and empowerment, leisure development and open spaces, community safety, community projects, Project Taunton.	Current management and staffing arrangements continue, pending full review	Proposal approved by members: June 2009.  New structure implemented: October 2009.
<b>Business (DLO)</b>	Highways, Horticulture & Housing DLO, and Housing Asset Management pending full review.	Current management and staffing arrangements continue, pending full review.	Commissioning proposals approved by members: June 2009  Preferred option approved by members: October 2009. Implementation timetable depends on nature of preferred option.
<b>Operations and Regulation</b>	Bringing together all other functions not listed above, i.e.: environmental health, parking, cemeteries & crematorium, housing operations, building control.	Current management and staffing arrangements continue, pending full review	Proposal approved by members: October 2009.  New structure implemented: January 2010.
<b>CMT and full review of final structure</b>	Chief Executive, strategic directors and support staff.	Current management and staffing arrangements continue, pending full review	Proposal approved by members: January 2010.  New structure implemented: April 2010.

## 5.6 Corporate Management Team (CMT)

5.61 As highlighted in the background to this report, the Council previously approved a proposal to refresh the Corporate Management Team of the Council and this was implemented in April 2007.

5.62 CMT currently comprises the Chief Executive (Penny James), four Strategic Directors and the Council's Monitoring Officer (Tonya Meers).

5.63 The overall role of CMT within the new Core Council structure remains as envisaged in the original proposal implemented in April 2007, as follows:

- To create and lead a sustained and shared vision for the Borough and organisation.
- To commission and lead the delivery of priority outcomes from managers, external agencies, partnerships and others as appropriate.
- To champion the Council's culture and ways of working, and ensure that these are embedded in all parts of the organisation.
- To lead the Council's change and transition agenda.
- To develop leadership capability across the authority. Both leadership of place and leadership of the organisation.
- To ensure resources and capabilities are properly aligned with the authority's ambitions and vision for Borough and organisation.
- To create a strong performance management culture, enabling the delivery of community and service based outcomes focused on residents' needs and priorities.
- To create an excellent work environment for staff.

5.64 Strategic Directors are Shirlene Adam (also Deputy Chief Executive and s.151 officer), Joy Wishlade, Kevin Toller and Brendan Cleere. Under this proposal, Strategic Directors will have the following responsibilities:

- **Area working.** Each director will take responsibility for one of the four identified geographic areas within Taunton Deane. They will champion the delivery of the Council's overall vision within their area. They will resolve complex service, multi-agency or community issues. They will be a point of contact for ward councillors and key partners. They will promote citizen engagement and empowerment in decision making and priority setting. They will work closely with managers and front-line staff within different themes as appropriate, to resolve complex community issues.
- **Themes.** Each director will take overall leadership responsibility for one of the four identified themes. They will act as coach and mentor to the managers within 'their' theme, and carry out their performance and development review. Directors will be 'matched' to themes by April 2009.

- **Projects and Priorities.** Directors will have overall leadership responsibility for key projects and priorities that relate to the delivery of the Council's vision. Some of these projects will be of a 'task and finish' nature, while others will be ongoing. Current examples include the development of a climate change strategy, equality and diversity, the staff travel plan, Project Taunton, performance and improvement, the Local Area Agreement, Comprehensive Area Assessment and Pioneer Somerset. Directors will commission and lead managers and staff from different thematic groups as required, ensuring the successful delivery of projects and priorities. Directors will be 'matched' to priorities and projects by April 2009.
- **Partnerships.** Each director will have lead responsibility for key partnerships, such as SWOne, Somerset Waste Partnership and Tone Leisure. They will develop strong and effective working relationships to ensure the delivery of partnership priorities. They will tackle performance issues within the partnership, and ensure effective scrutiny and monitoring of outcomes. Directors will be 'matched' to partnerships by April 2009.

5.65 During the transition to the new Core Council structure, no change to the existing CMT membership is proposed. This means that the current arrangement of a Chief Executive, four strategic directors and monitoring officer will continue during a period of major organisational change for the authority.

5.66 The role and membership of CMT will be reviewed again in January 2010, when implementation of the new thematic structure has been completed.

5.67 The Legal and Democratic Services Manager (Tonya Meers) sits on CMT as the Council's Monitoring Officer. The current structure of the Legal and Democratic service was approved by Full Council in November 2007. With the exception of a move to a thematic working model, no further changes to the current structure or staffing within the Legal and Democratic service are proposed.

## **6. Human Resource (HR) Implications**

6.1 This report proposes change across the whole organisation, with significant human resource implications.

6.2 Proposed structural changes in the first phase will affect:

- Staff in the proposed 'Strategy and Corporate' theme

6.3 Proposals arising from subsequent reviews will affect other remaining staff across the Core Council, as follows:-

- Staff within the Growth and Development theme.
- Staff within the Business theme
- Staff within the Operations and Regulation theme.
- CMT and support staff.

- 6.4 A number of post-holders affected by the first phase of this proposal have been formally notified as being at risk of redundancy. The confidential Appendix G identifies these posts and the ring-fencing arrangements that will apply, in respect of recruitment to posts within the proposed new structure.
- 6.5 No staff in themes connected to subsequent phases of this proposal have been placed at risk of redundancy, although this may be necessary at a later stage.
- 6.6 As previously mentioned the HR implications of the Core Council Review are significant both for the Council and also for the individuals affected by the proposals. The actions taken by the Council to identify, address and support staff in dealing with these implications will have a significant impact on whether the new ways of working and management structure are successful.
- 6.7 As part of the consultation with UNISON, members, managers and staff we have identified a series of actions that have already or will need to be put in place.
- 6.8 A corporate Support Plan has been developed as a consequence of this consultation. It is important to acknowledge that this support must be continued throughout the remainder of the phases to be implemented and as the structure settles down.

## **7. Recruitment Approach and Timetable**

- 7.1 This section applies to the recruitment of posts in the first phase of the Review.
- 7.2 Recruitment to new posts in the Strategy and Corporate theme will be completed by 1 April 2009.
- 7.3 This recruitment schedule and the ring fencing arrangements have been subject to detailed consultation with UNISON in accordance with the Council's own Redundancy Policy and with the staff who are 'at risk'.
- 7.4 Generic job descriptions and person specifications for all new posts have been prepared.
- 7.5 The financial implications of this proposal have been based on indicative job evaluation results. A formal evaluation exercise will be completed prior to the recruitment exercise.

- 7.6 An external recruitment exercise will be carried out for new management posts, in the event that these are not filled internally. This will extend the above indicative timetable by a minimum of three months. Other new posts will be filled either by internal recruitment or by staff who are unsuccessful in their application for higher graded posts.
- 7.7 Salary protection will not be offered to staff who apply for and are recruited to a lower grade post.
- 7.8 A People Management Framework, Charter and set of managerial competencies have been developed. These are consistent with the widened roles and new ways of working outlined previously. Assessment against these competencies will form an important part of the recruitment process to new management posts. This documentation will also guide future organisational development activity.

## **8. Organisational Development (OD)**

- 8.1 The Council will need an adequately resourced Organisational Development plan to ensure the success of the overall review and ultimately the Council itself. The Council will be populated with posts requiring the deployment of new and challenging competencies and skills.
- 8.2 The OD plan will be managed by the existing and currently vacant part time post that currently sits within the corporate centre. The post holder will work closely with CMT and with the training and development team located within South West One using the resources already allocated for training and development for the Core Council. This proposal therefore does not seek any additional resources for OD but does acknowledge the importance of this function in terms of ensuring that staff are aligned too, and capable of, delivering the Council's overall vision and service priorities.
- 8.3 One of the change projects the Council is exploring with its SWOne partner is the People Excellence Model or PEM. PEM is a model deployed successfully by IBM.
- 8.4 The essence of PEM is that each member of staff has both a 'task' manager and a 'development' manager. The development manager function is carried out by dedicated PEM managers.
- 8.5 It is resource intensive and the Council will consider the emerging business case before making any final decision as to whether to deploy PEM within the Core Council. This will be subject to a further report to Members in the near future.

## **9. Detailed proposals for Strategy and Corporate theme.**

- 9.1 The Strategy and Corporate theme includes all of the major strategy functions of the Council, the retained functions (post creation of SWOne), the corporate performance function, all of the client and contract management functions, and

finally all of the corporate functions now deployed in the Legal and Democratic Services team.

- 9.2 Table 1 presented earlier in this report gives more detail on the functions that will be delivered by this theme.
- 9.3 The Strategy part of the theme is created by moving all of the staff in Housing Strategy, Forward Plan, Sports, and Policy and Performance less the Community Safety Officer post which will move into the proposed Growth and Development theme to align with all of the other community focussed functions of the Council.
- 9.4 The Performance and Client part of the theme is created by bringing together the corporate performance posts currently in the Policy and Performance team, the existing SWOne Client team, the Retained functions of the Council (strategic Human Resources, Finance, OD, Revs and Benefits, Health and Safety and the budgets for IT and Property advice). The role of the Client element will also expand to include the clienting and performance management of all of the Council's external partnerships and Contracts.
- 9.5 The Legal and Democratic part of the theme simply sees the existing team managed by the Legal and Democratic Manager brought into this theme without any change. It is proposed to take this opportunity to formally move the Scrutiny Officer post into this part of the theme.
- 9.6 Effectively three substantive teams are formed within this theme. They will be required to work closely together and to work with and support other staff in the organisation. In the first instance Shirlene Adam is the Strategic Director taking responsibility for the leadership of this theme through the implementation and transition phase.
- 9.7 The two new teams will be headed by a senior manager. The two new posts of Strategy Manager and Performance and Client Manager will operate at a level between the existing Directors and Core Council Managers. This is equivalent structurally to the current Legal and Democratic Services manager.
- 9.8 The two Managers will be supported by 4 Strategy and 3 Performance and Client Lead Officers who will be senior professionals. The posts will bring a blend of skills and experiences that will allow all of the functions moving into the teams to be delivered.
- 9.9 The Lead Officers will be supported by 6 Strategy and 2 Performance and Client Officers who will be professional and technical experts in the range of activities needed to support the functions.
- 9.10 The two new teams will share administrative support from 3 Support Staff. This will be more cost effective than the current administrative support arrangements.
- 9.11 The existing structure charts for the affected areas of the organisation and the proposed structure for the Strategy and Corporate theme are shown at Appendix C and D respectively.

- 9.12 Some staff will be direct transfers into the new structure and some will be put at risk as their current posts are substantially affected by this proposal. The later group have been put at risk and will be ring fenced to a certain level of post commensurate to the level of their existing post in the organisation.
- 9.13 The confidential Appendix G deals with the impact of this proposal on the staff establishment and individual post holders.
- 9.14 Appendix G identifies the posts and post holders who will directly transfer, those put at risk and the specific ring fencing arrangements, those post holders who are currently seconded from other partners to whom the Council owes a duty of care, and, those post holders on temporary or fixed term contracts that the Council owes a duty of care too and those we don't. If we owe a duty of care those individuals will be included in the appropriate ring fence.
- 9.15 The duty of care assumptions and the ring fencing proposals will be subject to specific consultation with staff and Unison.

## **10. The Financial Implications of creating the Strategy and Corporate theme – Section 151 Officer Report**

- 10.1 The aims of this review are set out in section 3 of this report. In order to deliver substantial efficiency savings for 2009/10, the first phase of the review is not being done on an "invest to save" basis. Therefore the one-off costs associated with this review will be funded from General Fund reserves – with no payback to reserves over future years.
- 10.2 The ongoing savings generated by the first phase of this review (Strategy & Corporate) will generate ongoing savings of £342k per annum. This will therefore contribute £342k towards the Councils budget gap position for 2009/10 onwards.
- 10.3 One of the key assumptions in this proposal is that one "lead" post within the Performance and Client area will be funded from savings generated by the SWOne Procurement project. This project is delivering the savings forecast at deal closure, and will need to be monitored closely to ensure that additional savings are generated. This is achievable, and I am comfortable that the budget forecast is prepared on this basis.
- 10.4 The other key assumption is around job evaluation. The proposal has been costed based on "indicative" job evaluation results for the new structure. This will formally be completed in time for the recruitment process. Should the formal process result in grades that are substantially different, then the financial position will change and Members will be informed.
- 10.5 The one-off costs associated with this proposal will not be known with certainty until the recruitment process is completed (end of March 09). The one-off costs will be funded from the General Fund Reserves and in order to test the "affordability" of the proposal, some sensitivity analysis of potential outcomes has



been undertaken. The one-off costs will, depending on the recruitment outcomes, be in the range of £300k (best case) - £1.2m (worst case). The more likely outcome is somewhere in the middle.

10.6 It is important therefore that the Councils reserves are in a sufficiently healthy position to support this review. A separate report is presented to this meeting, detailing a recent review of the Councils major reserves that has been undertaken. This results in a forecast General Fund Reserve position of £2.35m. This minimises the risk associated with the uncertainty of the one-off costs, and means the Council is in a position where this first phase of the review is affordable and deliverable. The recommendations in this report to the Executive and Full Council will requests that a sum of £1m is “ring-fenced” from the General Fund Reserves to fund the one-off costs of this proposal. Any surplus will be automatically returned to reserves in late March 2009.

10.7 Future phases of the review will be assessed as per the timetable set out in this report. The financial implications, including the potential one-off costs (and the affordability of them) will be detailed in future proposals presented to Members.

## **11. Links to Pioneer Somerset**

11.1 Pioneer Somerset is a five year programme of enhanced two tier working, agreed by the six principal authorities of Somerset after the rejection of a bid for a single unitary council for the County.

11.2 There are a number of emerging proposals for enhanced two tier working under the umbrella of Pioneer Somerset. This proposal precedes the longer term proposals coming out of the Pioneer Somerset Programme. However, the Core Council will work in a way to shape the further development of Pioneer Somerset proposals and respond to these as they emerge.

## **12. Consultation**

12.1 Formal consultation period on the first phase of this proposal runs from 15 January 2009 until 15 February 2009.

12.2 Informal consultation and dialogue has taken place with staff and members of the Council over a considerable period of time. This process has informed the proposal, and is summarised below:

- An officer project team led by Kevin Toller and Steve Hughes was set up during the summer of 2008, and input was sought from Members, managers and staff across the Council. The project team established the main vision and drivers for the Core Council Review, concluding that a thematic approach would be the most appropriate working model for the Council. The report to the Overview and Scrutiny Board on 30 October 2008 summarises the work undertaken by the Project Team.

- A Project Director (Brendan Cleere) was appointed in October 2008 and he has attended numerous one-to-one and team meetings to discuss the Core Council Review. A set of Frequently Asked Questions was launched in October 2008 and circulated to members and staff. Staff briefings about the Core Council Review also took place in October, December 2008 and January 2009. These will continue throughout the year. Frequently Asked Questions appear as Appendix F to this report.
- Fortnightly meetings of the UNISON Change Forum have been taking place since October, including regular updates on the Core Council Review alongside the Council's other major change projects.
- Similarly, elected members of all parties have provided input on the Core Council Review, both through the Change Programme Member Steering Group and through Group briefings.
- External views were sought at an early stage from bodies such as the Improvement and Development Agency (IDeA), Audit Commission and Government Office for the South West (GOSW). A separate briefing for members and senior managers on the external challenges facing local government is taking place on 5 February 2009. This will be delivered by Stephen Fletcher, Regional Associate of the IDeA.

### **13. Political Management Arrangements**

- 13.1 This proposal has concentrated solely on the officer structure of the Core Council. During informal consultation, members have discussed the possibility of reviewing the current political management arrangements alongside the officer structure.
- 13.2 It is proposed that political management arrangements are reviewed separately with members, under a project led by the Council's Monitoring Officer, Tonya Meers.
- 13.3 This project will deliver a proposal for Members to consider by the end of March 2009 with the aim of achieving implementation in the new municipal year.

### **14. Risk**

- 14.1 An updated risk assessment and action plan connected to this proposal has been completed and is kept up to date by the Project Director and reviewed regularly by CMT.
- 14.2 Any significant risks of continued concern to CMT will be verbally reported at the meeting.

### **15. Equality Impact Assessment**

15.1 The development of this proposal, and the approach proposed for recruitment activities, is in accordance with all relevant equalities legislation. Managers within each of the proposed thematic groups will be responsible for carrying out detailed Equality Impact Assessments (EIAs) of their respective service areas. Actions arising from these EIAs will be included within the appropriate service operational plan, or the Council's Corporate Equality Scheme.

## **16. Views of the Overview and Scrutiny Board**

16.1 The Overview and Scrutiny Board considered proposals for the Core Council on 22 January 2009. The Board agreed to support the proposals and to ask the Executive to consider an additional 'lead' post in the Strategy and Corporate theme. A summary of concerns raised during debate at the Overview and Scrutiny Board is attached as Appendix E. Appendix E also captures the main comments and concerns raised by UNISON and staff at the time of writing this report. Members will receive regular updates on responses to the consultation.

16.2 The Executive is asked to consider the comments of the Overview and Scrutiny Board and other comments received during the consultation to date.

## **17. Next Steps**

17.1 The views of Overview and Scrutiny on the overall proposal for the Core Council and for the creation and detail of the Strategy and Corporate theme will be considered by the Executive on the 4<sup>th</sup> February 2009.

17.2 The Executive will make recommendations to Full Council on the 17<sup>th</sup> February 2009. Full Council will make the decision based on the Executive recommendations and in light of the outcome of the formal consultation with staff and Unison.

17.3 The recruitment to the new posts within the Strategy and Corporate theme will begin in early March. Preceding this will be an opportunity for all staff at risk to express a preference for jobs. The post of Strategy Manager and Performance and Client Manager will be Member appointments.

17.4 Brendan Cleere will retain the role of Core Council Review Project Director until the entire review is completed.

17.5 Concurrent to the recruitment activity for Strategy and Corporate will be the development of detailed proposals for the Growth and Development and Business (DLO) themes. These proposals will come to Overview and Scrutiny in time for Full Council approval in June/July 2009.

## **18. Recommendations**

18.1 The Executive is **recommended:**

- i) To consider the comments of the Overview and Scrutiny Board (at Appendix E), including the request to consider an additional lead post in the Strategy and Corporate theme.
- ii.) To consider other comments from staff and UNISON received at the time of writing, also attached as Appendix E.
- iii) **To approve and recommend to Full Council:**
  - a) The overall proposal for the new Core Council structure, including the establishment of four themes covering all Core Council staff;
  - b.) The detailed proposal for the Strategy and Corporate theme, described in section 9;
  - c.) The approach proposed in table 1 for phasing the implementation of the overall structure;
  - d.) The timetable for the proposed phasing, described in table 1.
  - e.) The proposals for recruitment to the Strategy and Corporate theme, outlined in section 7.
  - f.) That salary protection will not be offered to staff who apply for and are recruited to lower grade posts throughout all phases of the Core Council Review.
  - g.) That a sum of £1m is “ring-fenced” from the General Fund Reserves to fund the one off costs of this proposal. Any earmarked fund remaining at the end of this first phase will be returned to the General Fund Reserve at the end of March 2009.
  - h.) That political management arrangements are reviewed separately with members by the end of March 2009, with the aim of achieving implementation in the new municipal year.

## **Background Papers**

Interim report on the Core Council Review to the Overview and Scrutiny Board of the 30<sup>th</sup> October 2008.

Legal and Democratic Services report to the Executive of the 14<sup>th</sup> November 2007.

Proposals to Refresh the Corporate Management of the Council to the Executive of the 7<sup>th</sup> February 2007.

## **Contact Officers**

Shirlene Adam, Strategic Director and Section 151 Officer, Ext 2666, Direct Line – 01823 356310, E-Mail [s.adam@tauntondeane.gov.uk](mailto:s.adam@tauntondeane.gov.uk)

Brendan Cleere, Strategic Director and Core Council Project Lead, Ext 2580, Direct Line – 01823 356350, E-Mail [b.cleere@tauntondeane.gov.uk](mailto:b.cleere@tauntondeane.gov.uk)

Penny James, Chief Executive, Ext 2202, Direct Line – 01823 356392, E-Mail [p.james@tauntondeane.gov.uk](mailto:p.james@tauntondeane.gov.uk)

## **CORE COUNCIL REVIEW**

**REPORT TO EXECUTIVE: 4 FEBRUARY 2009.**

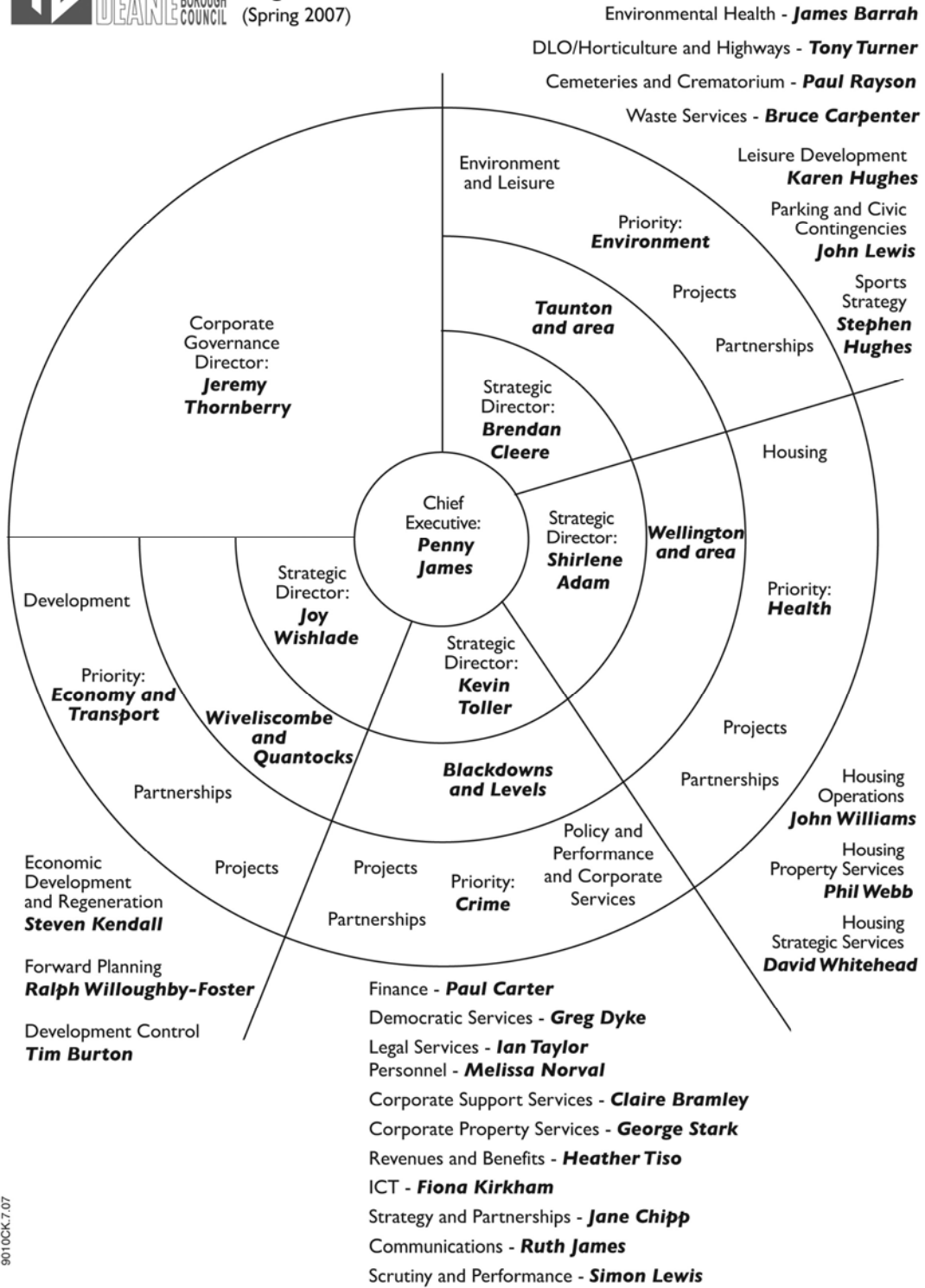
### **APPENDICES**

- Appendix A:** Current organisational structure
- Appendix B:** Overview of proposed Core Council structure
- Appendix C:** Chart showing current council management, followed by structures of individual services within the proposed Strategy and Corporate theme.  
(Please note these latter structures are included to illustrate the functions carried out and may not be an accurate record of current staffing arrangements).
- Appendix D:** Proposed structure of Strategy and Corporate Theme
- Appendix E:** Overview of Consultation Responses (at 27/01/09)
- Appendix F:** Frequently Asked Questions. Two sets are included – the first is a general set issued to staff and the second set deals with questions raised by staff at briefings held on 14 January 2009.
- Appendix G (confidential):** Implications of the proposal on individual staff within the Strategy and Corporate theme

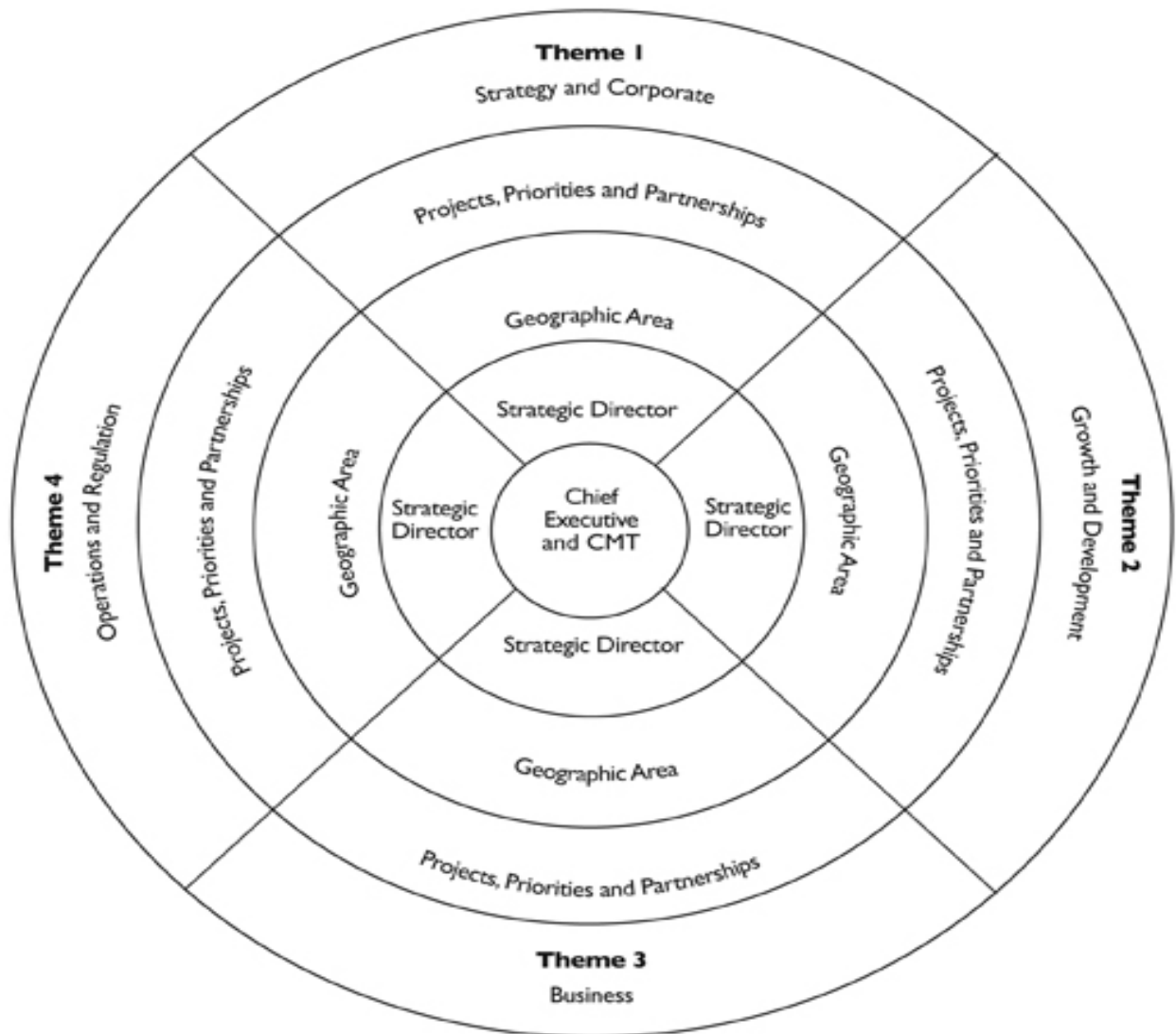
# Appendix A



Taunton Deane Borough Council  
**Organisational Structure**  
 (Spring 2007)

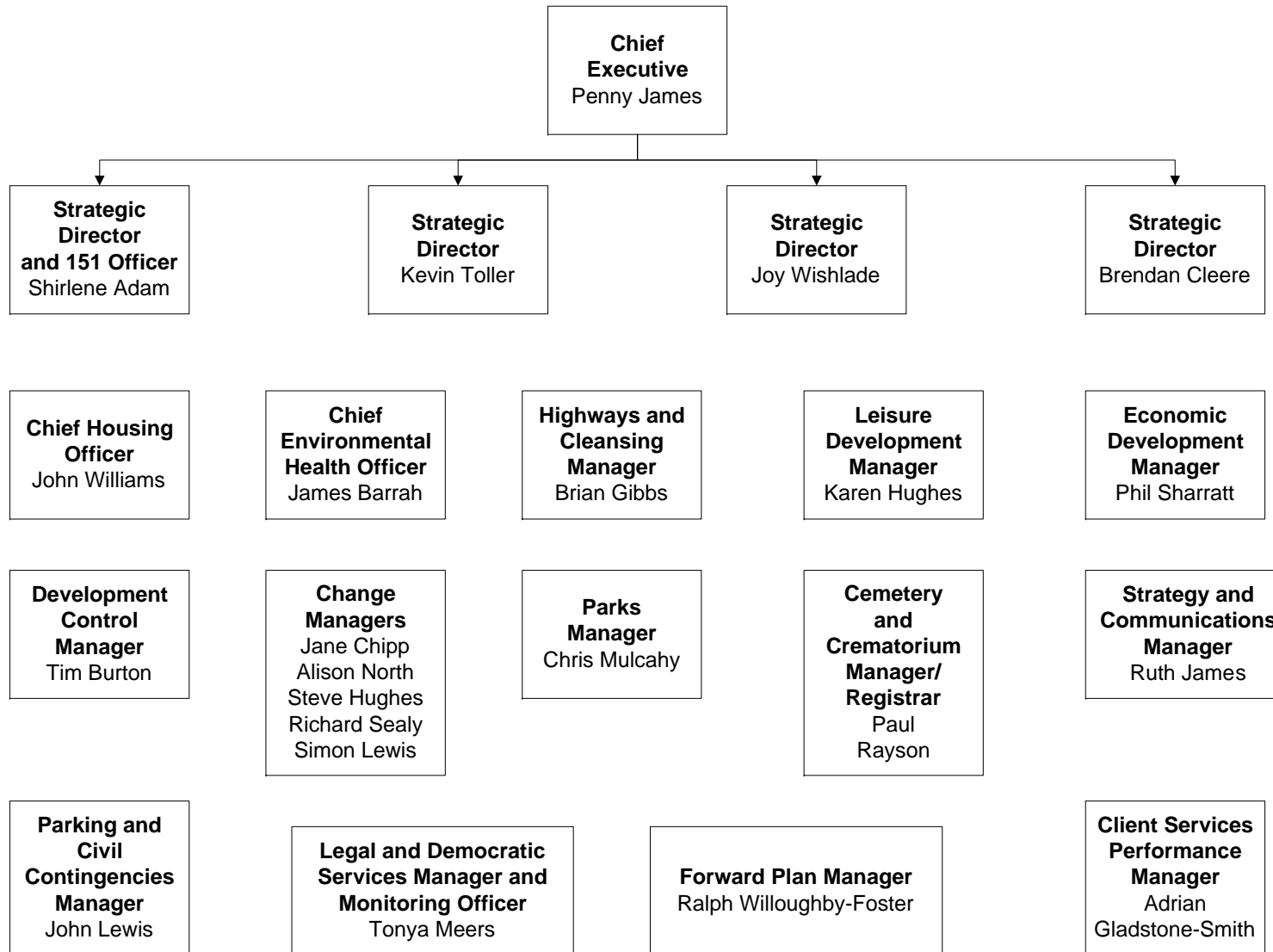


## Appendix B – Overview of Proposed Core Council Structure

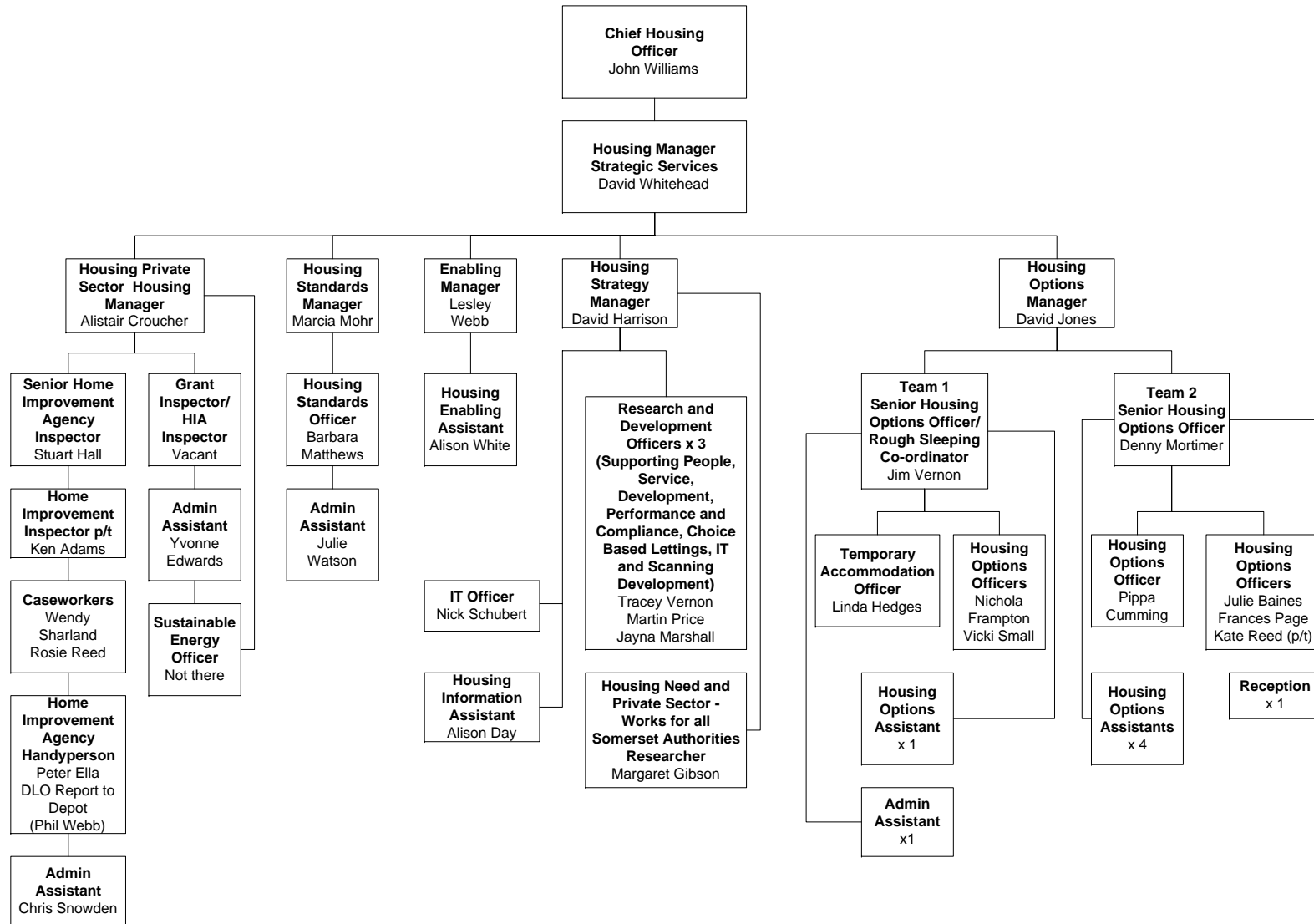




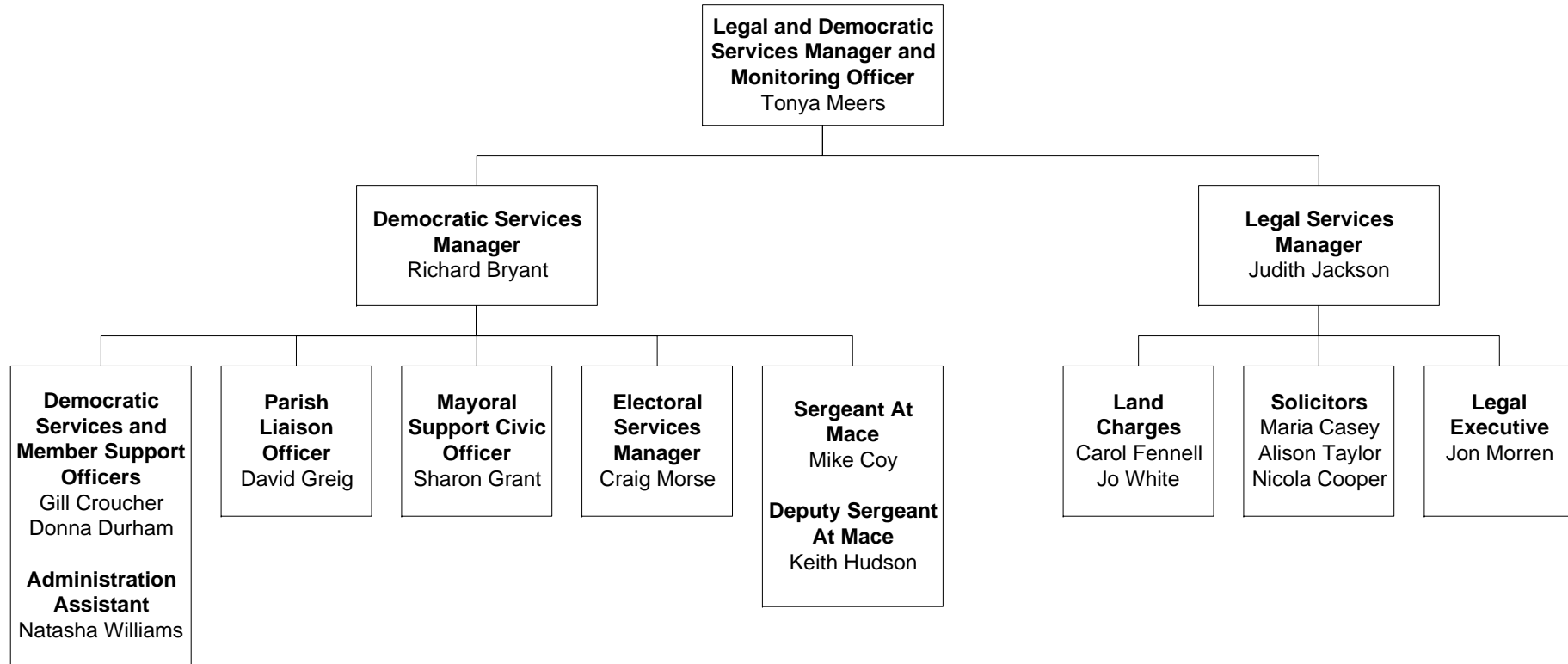
## Appendix C – Current Council Management



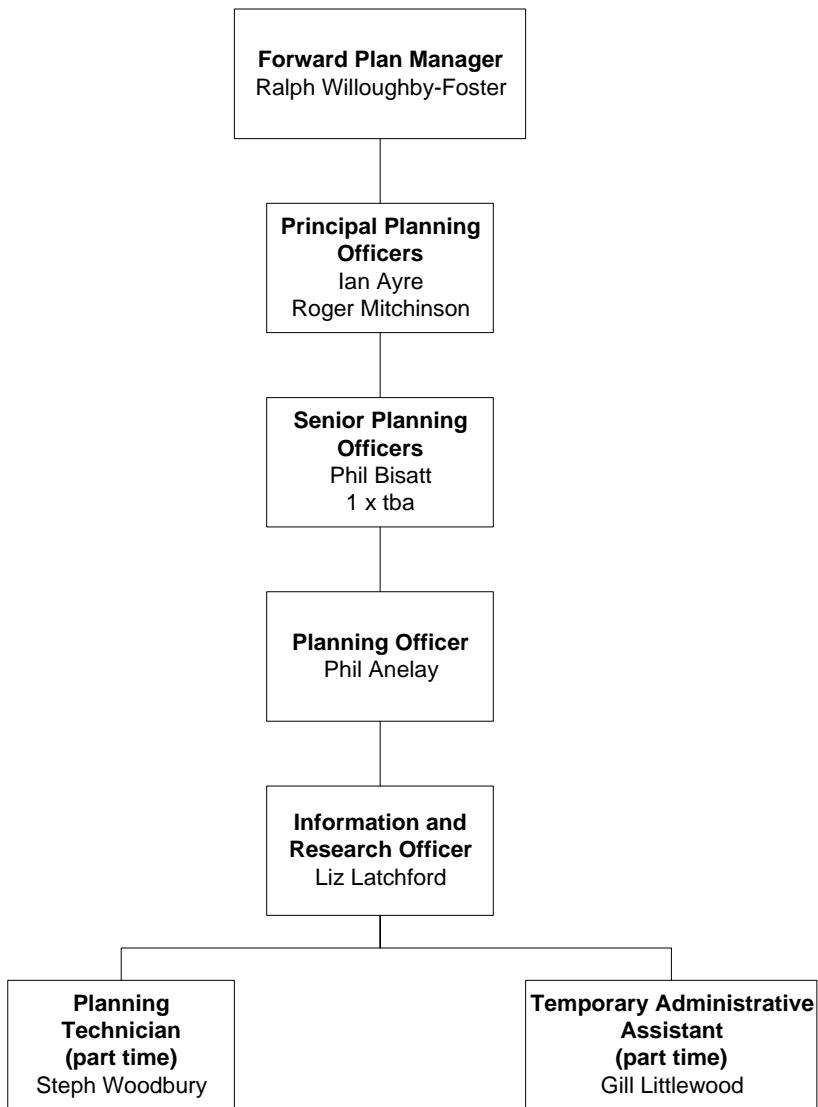
## Appendix C – Housing Officer Structure



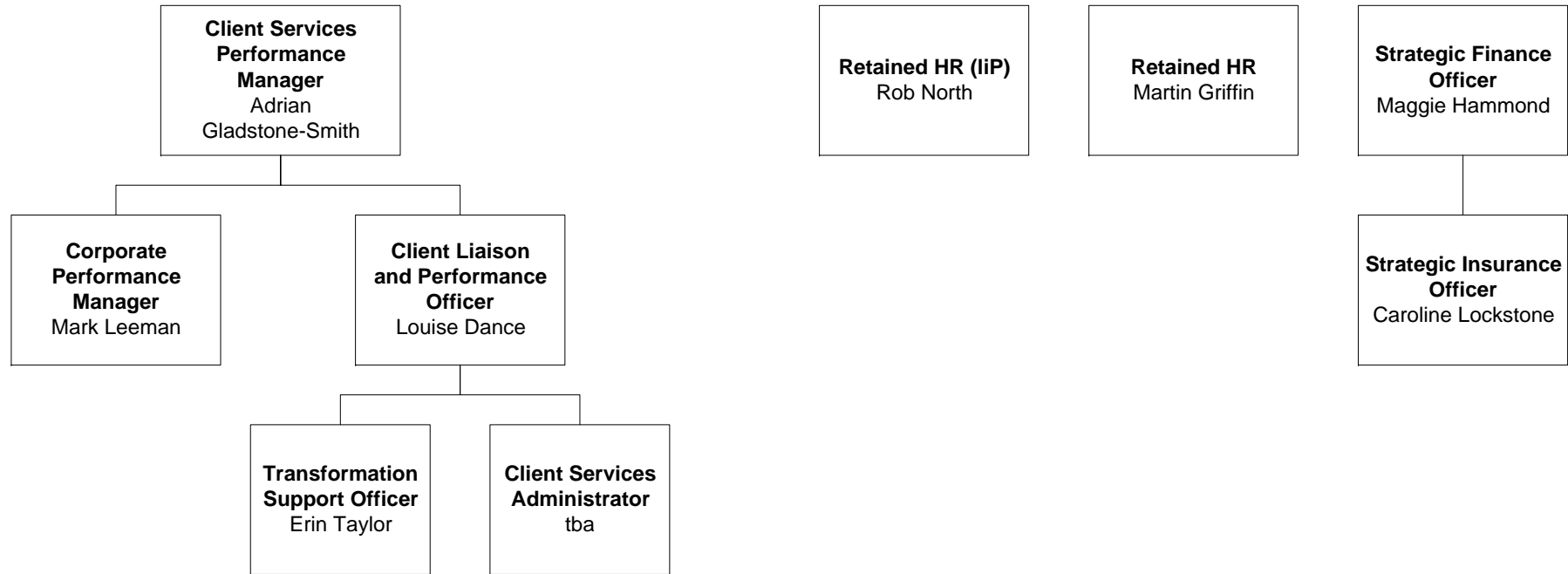
## Appendix C – Legal and Democratic Officer Structure



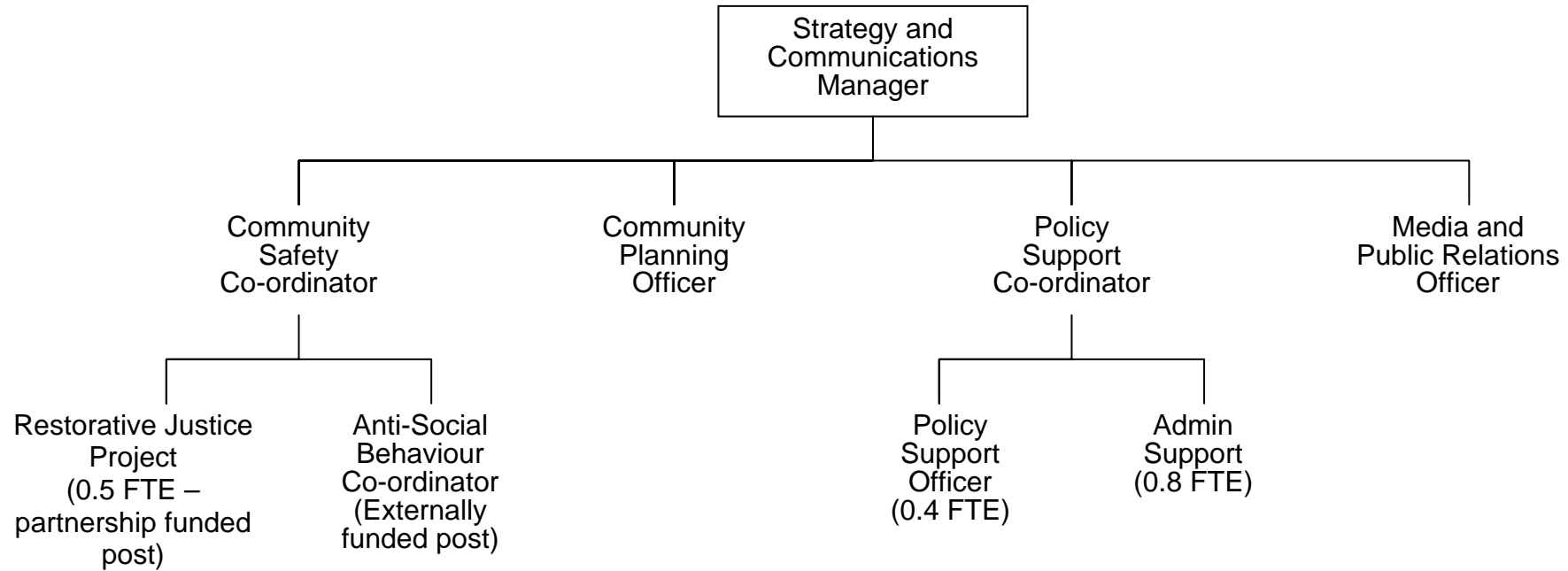
## Appendix C – Forward Plan Structure



## Appendix C – Client and Retained Services Structure



## Appendix C – Structure Chart for Strategy and Communications Service



**Appendix D**

**STRATEGY AND CORPORATE THEME – PROPOSED STRUCTURE**

Strategy Manager	Performance and Client Manager	Legal and Democratic Services Manager (Tonya Meers)
4 FTE Strategy leads responsible for:- <ul style="list-style-type: none"><li>- Corporate Strategy</li><li>- Forward Plan/LDF</li><li>- Community Strategy</li><li>- Local Area Agreement</li><li>- Housing Strategy</li><li>- Sports Strategy</li><li>- Equality Strategy</li><li>- Climate Change</li><li>- Communications</li></ul>	3 FTE Performance and Client leads Responsible for:- <ul style="list-style-type: none"><li>- Performance Monitoring, Management &amp; Improvement</li><li>- Inspection (inc CAA)</li><li>- Partnership client (eg: SWOne, Tone, SWP)</li><li>- Retained finance. HR &amp; Organisational Development</li></ul>	Structure remains as currently organised
6 FTE Strategy Officers  PR and Marketing Officer (Debbie Rundle)	2 FTE Performance and Client Officers	
3 FTE Support Staff		

## APPENDIX E

### CORE COUNCIL REVIEW - SUMMARY OF MAIN ISSUES AND AREAS OF CONCERN RAISED DURING CONSULTATION

#### General Introduction

Tables 1 and 2 below provide a summary of main issues and areas of concern raised during the consultation process. Many of these issues are addressed in answers to the Frequently Asked Questions attached as Appendix F. Others will be addressed at the Executive meeting on 4 February 2009.

**Table 1: Issues raised by Overview and Scrutiny Board on 22 January 2009**

The O&S Board agreed to support the proposal in principle, and the following points were made during the debate:

Ref.	Issue/Area of Concern	Details
O&S 1.	Loss of specialist knowledge and expertise	<p>This concern was expressed particularly in relation to the Forward Plan team, the delivery of the Local Development Framework and associated work. Capacity and expertise would be required on a number of fronts, such as completing the LDF Core Strategy, dealing with examinations in public, delivering Taunton's 'Growth Point' status and wider Project Taunton proposals. Future levels of Housing and Planning Delivery Grant (H&amp;PDG) also depended on planning expertise.</p> <p>To help address the above concerns, the Overview and Scrutiny Board agreed to ask the Executive to consider an additional Strategy Lead post.</p>
O&S 2.	Phasing	<p>This related to the approach being taken to develop and structure each theme in its entirety, from manager level down, before moving on to the next theme. Members noted that the approach may result in loss of skills to the authority that might have been valuable when developing other themes in later phases.</p>
O&S 3.	One-off costs of implementation	<p>This concern related to the lack of certainty at this time on the one-off costs associated with implementing the Strategy and Corporate theme. The same concern also applied to the costs associated with implementing other themes during 2009.</p>
O&S 4.	Cost of specialist and/or consultancy advice	<p>A view was expressed that the Council could look to reduce spend on specialist advice and consultancy, avoiding the need to reduce established staffing numbers.</p>
O&S 5.	Pace of Implementation	<p>This concern centred on the speed and deliverability of the review, particularly in relation to the first phase (Strategy and Corporate).</p>



## Appendix E cont/d

**Table 2: Issues raised by staff**

The majority of questions raised by staff over the course of the Core Council Review are captured in the Frequently Asked Questions (FAQ) documentation attached as Appendix F. A number of written responses have also been received since the start of the formal consultation on the Review. The main areas of concern raised in these latter responses are outlined in the table below.

A pack containing individual staff responses (anonymised) is available upon request from Brendan Cleere – Strategic Director.

Ref.	Issue/Area of Concern	Details
Staff 1.	Loss of capacity and specialist expertise	<p>Similar concerns as described in O&amp;S 1 in the previous table.</p> <p>Concern that thematic working will result in a loss of specialist expertise, such as housing strategy and forward planning.</p>
Staff 2.	Standards of service	<p>The stated reduction in standard of service from 'excellent' to 'good' lacks rigour and requires further explanation.</p> <p>Is a lesser standard of service acceptable to our customers? Staff pride themselves on delivering to a 'gold standard'.</p> <p>Concern that budget constraints will determine members' priorities on future levels of service.</p> <p>Concern that budget constraints appear to be the driving force rather than quality of service..</p>
Staff 3.	Placement of functions within themes	<p>To 'compartmentalise' the Forward Plan function within the Strategy and Corporate theme is illogical and simplistic. There are close links to other themes, particularly Growth and Development, which risk being lost.</p> <p>Dividing the Housing service across different themes will send a message to external bodies (eg Audit Commission) that commitment to that service has weakened.</p> <p>Concern about the relationship between portfolio holders and the four themes. There is potential for the importance and priority given to Housing will be weakened.</p>
Staff 4.	Phasing	<p>Concern that the timetable for phase 1 is shorter than for subsequent phases of the review. It would be more logical, and fairer, to implement the whole review in one go.</p>

Ref.	Issue/Area of Concern	Details
		Concern that the reduced staffing proposed in the Strategy and Corporate theme is a 'template' for other themes. Concern expressed that this will leave little flexibility to deal with sickness and holiday absence and reduce capacity to deliver services.
Staff 5.	Pace of Implementation	Similar to item 4 above. There is concern that the proposals are being rushed to meet the budget setting timetable.
Staff 6.	Lack of detailed job descriptions and other staff/employment issues	<p>The lack of detailed job descriptions makes it difficult to properly assess the pros and cons of the proposal, and options for individuals to consider during the recruitment stage.</p> <p>The report did not explore the potential for reduced hours as a means of protecting jobs.</p> <p>Jobs that are ring-fenced should firstly be available only for staff within that ring-fence. Only if the posts are not filled should they be opened up to other at risk staff.</p> <p>Concerns about staff morale during restructure and as a result of services possibly being delivered to a lesser standard.</p> <p>Concern that voluntary redundancies have not been fully explored and that 'vertical' phasing will not allow this to happen.</p> <p>Proposal not to offer pay protection through the Core Council Review appears counter to TDBC Redundancy Policy.</p>
Staff 7	The consultation process	Concerns included the speed of the consultation, the short period of time (2 days) between the consultation closing date and Full Council and the lack of other options for members to consider in the proposal.
Staff 8	Thematic/Project Working	A concern that 'the day job' will not get done with an increased emphasis on thematic, partnership and project based working. Partnership working will only be successful if other agencies adopt this approach alongside TDBC.
Staff 9	Alternative Options	<p>Have outsourcing options been considered? Will these feature in later phases of the review?</p> <p>We should reduce spend on consultants and outsourcing arrangements and bring services back in house.</p>

## **Appendix E cont/d**

### **Initial Response from Taunton Deane UNISON**

The following letter was tabled at the Overview and Scrutiny Board on 22 January 2009.

## **Taunton Deane Unison**

### **Overview and Scrutiny Panel 22 January 2009**

#### **Initial Response to consultation: Core Council Review (CCR)**

Thank you for allowing Unison to present this response to you, prior to your discussion of this item. Where you have a copy of the Core Council Proposals, any reference made in this paper should equate to that in your report.

The CCR is the most far - reaching change that this Authority has undertaken for many years, therefore it is important that any decisions you make are sound and are based on a thorough understanding of how Taunton Deane expects to perform its statutory duties and its provision of services for the medium term future.

The overall proposal is to create 'Themes' as shown in Appendix B of the report, with Theme 1 to be created and populated by 31 March 2009. Unison have stated from the outset that the timeframe is very short, therefore combined with the 'day job' of all staff, to have adequate and meaningful consultation with the Authority is posing a serious challenge to Unison and its members.

Taunton Deane BC has always prided itself on being a 'lean and mean' authority and in past years has steadily reduced its staff establishment, often by removing high level management posts, specialist posts and 'frozen posts' to meet budget deficits, as well as making monetary savings within Service Units.

Remaining staff have stepped up to the mark to maintain the level of service we have today, however, it is Unison's view that this high level of service cannot continue.

This has been acknowledged by CMT in the report, with a proposed reduction in the level of service provision at para 5.53, however for the future, Local Area Assessment's, in particular Organisational Assessments will determine performance of the Authority, not a Comprehensive Performance Assessment (CPA) which was last fully undertaken in 2004. Taunton Deane has been through many staff reductions since then, so Unison view it as aspirational to think service level can be varied where desired, given the aim to reduce resources across the Phases.

#### **Unison Concerns**

The main concerns raised with Unison thus far are that should the staffing reduction as proposed in Phase 1 go ahead, the requirement for Taunton Deane to meet its own and Governmental targets, the creation of Comprehensive Area Assessments (CAA); Local Development Frameworks (LDF) and local targets of Project Taunton and Pioneer Somerset, etc, will be severely curtailed; our performance and the ability to rapidly react will impact on issues of local importance, (eg. as raised

in Para 5.54, which have brought revenue into Taunton Deane or defended the locality against government aspirations) and this is without considering the current global economic crisis. With a depletion of our staff resource, priority response and deadlines may require the use of more consultancy specialists at additional high cost, or will weaken our ability to enter into meaningful high level negotiations with appropriate weight.

Unison have always opposed compulsory redundancy, have worked regularly with the Authority to prevent this and will continue to do so, however it appears from the report that there will be limited opportunity for some staff to be redeployed, given that any potential vacancies in the later themes will not be available to some of those staff currently 'At Risk' of redundancy.

### **Unison Proposals and items for Consideration**

#### **Members are requested to consider :**

- The ability of Planning and Housing to be holistic services. Forward Plan are in Phase 1 and Development Control are in Phase 2. It is our information that both units currently inform each other on the majority of aspects that the Council and Government require as policy. The work carried out by Forward Plan with agencies such as Government Office South West and initiatives like the Regional Spatial Strategy have a major influence on how this is practically enabled at the Development Control level.

Likewise Housing Strategy (Phase 1) and Housing Operations (Phase 4). Both Units influence and inform the other. Indeed much of the project work carried out by the Strategy staff (eg Choice Based Lettings (CBL) and Supporting People) generates significant funding for the Authority to meet its statutory functions, which are implemented by Housing Operations in these client areas.

At present there is also the added income through CBL of revenue generated through partnership working with the other Somerset councils, procured via the Housing Strategy Unit.

Unison maintain that separation and reduction of the above will dramatically reduce the Council's capacity to meet government targets, address local issues or generate income.

- That the use and cost of specialist consultants across the Authority is researched and reported in to you detail, prior to any final decision by Full Council. There is no indication in this report that consultants are used by Units in Phase 1, but they are and there is considerable cost involved. It is Unison's projection that much of this work could be retained in house, using the staff who are currently 'At Risk' and retaining the expertise that will surely be needed in the future.

It is acknowledged, however that without knowing this hidden cost, it is difficult to make an informed choice. Therefore it is surely worth delaying an irreversible decision until that information is available.

## **Unison Proposals and items for Consideration (cont)**

- That there may be an option to reduce hours across the Authority, thereby reducing cost, providing the needed savings, but retaining the expertise, the local knowledge and give the flexibility to increase hours or second staff to special projects within the remit of Taunton Deane and its future partners, when this is needed. Unison is willing to have this discussion on behalf of its members.

It must be remembered that Pioneer Somerset is targeted at forming partnerships within Somerset instead of the creation of a Unitary Somerset. Retaining the flexibility to be a major partnership player must be advantageous to Taunton Deane. Recruiting lost capacity and experience is an expensive and time consuming exercise.

- The estimate in para 10.5 indicates some £300k to £1.2 m in lost General Fund Reserves. If all options put forward following release of this report, including those above are fully investigated, there is a strong likelihood that this sum can be reduced.
- That due regard is given to the accuracy or otherwise of the attached structure charts: these are not always automatically updated and the current population may be significantly different to that indicated in the appendices (ie some structure numbers may already be less than that printed)

This is the first formal response from Taunton Deane Unison and we will continue to respond to proposals throughout the CCR, discussing forthcoming items with the Authority. We are fully prepared to have dialogue with Elected Members representatives, should this be considered worthwhile and informative to the decision making process.

Unison request you thoroughly consider this presentation alongside all the other information on this proposal.

Thank you for listening.

Ian McCulloch  
Branch Chair and Service Conditions  
Taunton Deane Unison  
22 January 2009

## **APPENDIX F**

### **The Core Council Review – FAQ's**

**Set out below are a number of frequently asked questions to help you understand a range of issues associated with the Core Council Review.**

**As the Review progresses there will be more questions which need to be answered and some of those already answered will need to be updated. If you have a question which is not here then please forward your question by e-mail to Linda Kirchin, HR Officer or ask your manager to ensure that your question is registered.**

**Many of these questions were taken from staff at recent staff briefings and others are based on our policies and procedures. Copies of the Council's Redundancy Policy and Compensation Policy are available on the intranet.**

**The Council will look to undertake the Core Council Review with due regard to its policies and procedures and its duties as a reputable employer. This will be done through proper consultation and providing support to our employees which includes independent counselling through Carefirst.**

**The Core Council Review is just one element of our 'change programme' and the review will take account of the other projects within that programme. As the review progresses we will ensure that the expected benefits of those elements are reflected in the Core Council.**

**If you have issues you would like to raise or questions which you would like answered then these can be raised with any of the following people:**

- **Your Manager**
- **Penny James, Chief Executive**
- **Brendan Cleere, Project Director, Ext 2580**
- **Linda Kirchin, HR Officer, Ext 2213**
- **UNISON representatives detailed below or e-mail UNISON@tauntondeane.gov.uk**

**Ian McCulloch, Ext 2800 or Direct Dial 356342  
Philip Bisatt, Ext 2383 or Direct Dial 356305  
Caroline Corfe, Ext 2755 or Direct Dial 356521  
Jayne Hares, Ext 2644 or Direct Dial 356591  
David Harrison, Ext 2633 or Direct Dial 356330  
Joanne Toogood, Ext 2806 or Direct Dial 356406  
Julie Watson, Ext 2497 or Direct Dial 356341**

- **Staffside**

**Andrew Hopkins, Direct Dial 336344**

## **General**

### **Why are we doing this review?**

There are two fundamental reasons. The first is to position the Council to meet the challenges that lie ahead of local government, namely an enhanced 'place shaping role', a requirement to place the citizen and the community at the heart of what we do and to take advantage of the opportunities afforded through partnerships (including Pioneer Somerset) and commissioning.

Secondly we need to close the significant budget gap for 2009/10 and beyond. The Core Council Review is one of the ways in which this gap will be closed.

### **What are we trying to achieve?**

As outlined above, the closure of a budget gap but as importantly we are trying to build a flexible, ambitious Council that can respond quickly and effectively to the needs of the communities that we are here to serve.

We are also aiming to ensure that the expected benefits and new ways of working identified in the Change Projects are built into the Core Council.

### **What is the 'core council'?**

The Core Council refers to all services and staff who have not transferred or seconded to a separate delivery organisation.

Separate delivery organisations include Southwest One, Somerset Waste Partnership and South West Audit Partnership.

All services and staff of the core Council are included within the scope of this review.

### **What does this personally mean for me?**

We are not yet in a position to answer this question for all staff, but we fully appreciate the need to provide this clarity and remove uncertainty as soon as possible. For the majority of staff there will be change but with many roles and responsibilities remaining largely the same. A smaller number of staff will have more significant changes to their roles and responsibilities – where this is the case, the necessary management advice and support will be provided to help people with these changes.

The Core Council Review report which will be considered by Full Council on 17 February 2009 sets out details of how the review will be phased and the timetable for the completion of the phases.

If you are not in the first phase (Strategy and Corporate) you will be allocated to a later phase and details will be provided on the intranet by Friday 24 January.

**Any queries relating to the list of staff should be notified to Linda Kirchin in Human Resources.**

### **If this is about efficiencies then how many posts do you need to lose?**

Efficiencies do not necessarily mean the loss of posts. Efficiencies can be generated through better working, reviewing processes, through partnership working, through outsourcing where it's appropriate to do so and through maximising income opportunities.

However the Core Council Review will see a reduction in staffing levels and this will be done through consultation and by using the appropriate HR policies and procedures.

### **Are any specific departments or services going to be stopped?**

As the Core Council Review progresses we will continue to review the services that we provide but no decisions have been taken on whether there are services that we are going to discontinue. It is true to say that we need to challenge why we are delivering each and every service.

### **Has the review been finalised or is there really room for change?**

The proposals for the first phase of the Review have been set out in the report to members but these proposals are subject to consultation with UNISON and staff. Dependant on this consultation changes can still be made. The consultation period ends on the 15 February 2009.

### **Is this consultation or communication?**

Both.

There are times when we wish to communicate progress or our 'thinking' to date and there are times when staff and Members need to have an input into the process in terms of direction. A number of staff are involved through the UNISON Change Forum and there is also a Project Delivery Team and a Members Steering Group.

### **How do we feed our views into the process?**

There are different ways in which this can be done:

Attend staff briefing sessions.

Ask your Manager to explain what is outlined on a monthly basis in the Core Brief.

Speak to Penny James, Chief Executive or Brendan Cleere, Project Director for the review.

Ask your UNISON representatives and UNISON and Staffside members that attend the UNISON Change Forum.

Raise any concerns or views with Linda Kirchin,, HR Officer, which can be done in a confidential manner.



## **What is the UNISON Change Forum?**

It's a small group of staff who are representing the views of the Union Members in the process.

With the agreement of UNISON the Forum has also been extended to include Staffside representatives.

## **What if we are not in a union?**

The UNISON Change Forum has recently been extended to include Staffside representatives to ensure that all staff are covered.

Concerns or issues can also be raised by speaking to your manager or the HR Manager.

Monthly updates will also be in the Core Brief

## **What is the timetable?**

The outcomes of the Review must feed into the 2009/10 budget setting process which concludes in February 2009. The Executive will consider recommendations on the Core Council Review in the new year and it is expected that staff will know the new structure as soon as members are happy for it to be released.

Implementation of the new core Council may need to be phased over several stages. The first phase is the Strategy and Corporate theme, if you are affected by the changes to this theme you will have been notified by 14 January 2009.

The Core Council Review report will be considered at Overview and Scrutiny meeting on 22 January. This report will be considered at the Executive meeting on 4 February and the Full Council on 17 February 2009. If approval for the proposals is given at this meeting then the recruitment and selection for the new posts in the new structure will begin.

Any views which staff or UNISON wish to make can be fed in until 15 February 2009 to allow Members to take these into account.

## **When will I know if my job is 'at risk'?**

In early January 2009 the proposals for the Core Council Review will be known and at this stage formal consultation with UNISON will take place and staff who are 'at risk' will be notified in writing. If you are 'at risk' in the first phase of the restructure in the Strategy and Corporate theme you will be notified before 14 January 2009.

Consultation with staff who are affected will take place during January and February 2009 until such time as the final report is considered by Council on 17 February 2009.

## **What does 'at risk' mean?**

This means that your posts has been identified as being potentially affected by redundancy.

Employees that are 'at risk' have certain rights this includes ringfence protection for new posts within the new structure. You will be notified which posts you have been ringfenced for.

'At risk' employees also receive priority consideration for any vacancy throughout the 'Core Council'. They are also eligible for reasonable time off to seek alternative employment, prepare CVs, apply for jobs etc

### **When will we know the final structure?**

The overall move to a Theme based approach and the detailed structure for Strategy and Corporate will be considered by Full Council on 17 February 2009.

### **Is the Core Council Review finance driven or customer service driven?**

It's actually driven by both the need to make the Council 'fit for the future' and to close the significant budget gap that exists for 2009/10 and beyond.

### **What is the balance of the staff going to be like, will it be all managers and no front line staff?**

The final structure has yet to be decided but in order to deliver services to the communities that we serve it is essential that we have the right balance of managers and 'front line' staff.

### **Are we still aiming to be an excellent Council?**

The requirement to save money in the 2009/10 budget and in the years to come has meant that the Core Council Review proposals accept that it will not be possible to provide all services to the current excellent standard.

Members will need to determine appropriate service standards across the Council and staffing resources will need to reflect these standards..

We will continue to strive to be the best that we can be.

In future the Council will be judged as part of the wider Comprehensive Area Assessment rather than the Comprehensive Performance Assessment. This new assessment provides a framework on which the 'outcomes' delivered by public services in Somerset will be judged and on which Taunton Deane Borough Council as an organisation will be assessed.

### **Are we looking to provide a 'gold star' service?**

We are seeking to provide services to the level requested and required by the communities that we serve. This may mean that some services are delivered at 'a different level' to others.

It's true to say that we cannot afford to provide every service to a so called 'gold standard'.

### **What will be the effect on services dealing with customers?**

All services 'deal with customers' either directly or indirectly. All services are part of the review and therefore services that 'deal' with customers will be affected.

### **Will it mean job cuts?**

Yes. There will be fewer staff in the Council in April 2009 than is the case now. In line with existing policies redundancies will be 'voluntary' in the first instance.

### **A few years ago some services received heavier cuts than other services. Is this likely to happen again or will the cuts be made more evenly across the core council?**

The Core Council review is not about making 'proportionate' cuts depending on whether services are in the 'invest, disinvest or maintain' categories. It is about positioning the Council to meet the challenges ahead of us. The restructure has this as the main goal and whilst it will consider which services are currently placed in each category it is not seeking as a major outcome to apportion 'cuts'.

### **Does this review resolve any future budget issues or will there be a need to repeat this again in a few years time?**

The Review cannot predict future financial challenges, it can only recommend a structure that puts us in the best possible position to minimise the effect of such challenges.

### **Where will we be based?**

There is no change of work location proposed in the Core Council Review but the development of Pioneer Somerset and Locality Based Working initiatives may change this in the future.

### **In December 2006 staff were told that Deane House was not 'fit for purpose' is that still the case?**

The future of all Council assets remains a 'live issue'. The review will make no comment regarding leaving Deane House.

### **Is there a minimum number of services or staff determined for core council?**

No. We require as many staff and services as it takes to deliver what our communities identify as priorities.

### **Redundancy and Selection**

#### **Can staff volunteer to be made redundant?**

The issue of redundancy is strictly governed by employment legislation as well as our own TDBC HR policies. We will follow these policies in dealing with redundancies and in line with TDBC policies we would seek volunteers for redundancy before any compulsory redundancies.

Employees who are identified 'at risk' will be offered the opportunity of redundancy following the Full Council meeting on 17 February 2009.

If you are interested in volunteering for redundancy please contact Linda Kirchin, HR Officer..

### **Is it volunteers first?**

Any staff who volunteer will have their requests considered by the Council to determine the impacts on the Council from approving such a request. Staff should understand that the Council has the right to refuse requests for voluntary redundancy.

### **Who can tell me how much redundancy pay and pension benefits I am due?**

The HR Section can work out these figures but at this stage we would ask that requests are only made when further detailed information of the Core Council Review is made available.

All staff that are identified as being 'at risk' and who may be made redundant will be provided this information at the earliest opportunity.

In brief the Council's policy on Redundancy payments is that they are in accordance with statutory redundancy payments. With effect from 1 April 2007 the Council has exercised 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 three times the number of weeks an employee would be entitled to under statutory redundancy formula, inclusive of any statutory redundancy payment up to a maximum of 90 weeks' pay.

The Compensation Policy is on the CCR Intranet site.

### **What support will TDBC give to staff that are made redundant?**

We will follow TDBC redundancy policies and staff will receive support in line with such policies which will include redeployment, retraining, reasonable time-off to find alternative work, support with application forms and CVs as well as liaising with other Council's and employers in the area with regard to alternative employment. [Hyperlink to care and support leaflet.](#)

All staff are entitled to contact Care First a confidential and independent counselling, information and advice on 0800 174319.

### **If I am appointed to a new post that it is a lower grade to my current post, will I get salary protection?**

The proposal is that as part of the Core Council Review salary protection is not given to employees that are appointed to a post at a lower grade.

### **Will you pay for me to be retrained?**

The Council will follow adopted policies and, in line with such policies, if a post is made redundant then the postholder may be offered a role elsewhere in the organisation. In such circumstances training and support will be provided.

If you are made redundant then the Council will provide advice and assistance in identifying retraining opportunities.

### **Will staff be offered jobs in SW1 or other delivery organisations?**

There is no obligation for any of the other delivery organisations to automatically employ any staff that are made redundant as a result of the CCR. However discussions are ongoing with SW1 as a major partner, to ensure that any opportunities are made available.

Further details will be provided in the near future.

### **Who agrees to the groups of staff affected?**

The Review is aiming to provide a structure that makes the Core Council 'fit for purpose'. All Core Council services and all Core Council staff are within the scope of the review. The final decision regarding the structure will lie with Members who will be advised by CMT.

The proposals being made by CMT for member consideration will be fully consulted on with UNISON and this will include details of the ring fence arrangements, staff within each ring fence and the arrangements for appointing to posts.

### **What are the selection criteria?**

Employees who are identified as 'at risk' of redundancy will be notified of the posts that they are ringfenced to apply for. Job descriptions will be circulated to those affected as soon as they are available. Selection for new posts will be via a competency-based interview, which aims to match candidates skills and behaviours to the requirements of the post and the team.

### **What is a Competency?**

A competency is a behaviour or skill that an individual should possess in order to be successful in a job role. An example might be: Interpersonal skills – for managers and anyone dealing with people to enable them to communicate and build relationships effectively and deal with potential conflict.

### **What are competency-based interviews**

These are interviews where the questions candidates are asked seek information about how the candidate's skill and behaviour matches the competencies defined as necessary to perform the job effectively. Typically the interview is structured and candidates will often be asked to describe actual situations they have experienced and how they dealt with them.

For instance a candidate may be asked to give an example of how they have dealt with a difficult customer or colleague in a previous job role rather than just describing, generally, their style or attitude to difficult people situations.

If a competency basis is going to be used for an interview process candidates will be made fully aware before the interview what the competencies for the job are.

**Will it impact on all levels of staff?**

All services and all staff within the Core Council are within the scope of the Review and further details will be provided to staff when the impacts are known.

**Are any services exempt?**

Yes, Tone Leisure, Southwest One, Somerset Waste Partnership and South West Audit Partnership.

## APPENDIX F cont/d

### Questions from the All Staff Briefings of Friday 14<sup>th</sup> Jan 2009

**Q1 Can you clarify the redundancy policy and formula?**

A1 Yes, we will put a definitive doc on the CCR site

**Q2 When will individual redundancy figures be available for everyone?**

A2 We will clarify the policy and formula for all as above, and then we will focus on individual request for those immediately affected by the initial proposal. At that point we will begin to handle any individual requests giving priority to those in the next phase.

**Q3 Why can't you use the reserves you plan to spend on the restructure to fund the budget gap?**

A3 The savings from the restructure are ongoing year by year savings and with reserve you can only spend a £1 once. The hit on reserves is likely to be somewhere in the middle, so using them would only solve the budget problem for around two years.

**Q4 Will the consultation process be the same for each phase?**

A4 Yes, this time we are consulting on the whole phase and the specific strategy and corporate proposal. We will consult on each theme proposal as it unfolds in the same way and each proposal will go through scrutiny, the Executive and to Full Council for approval.

**Q5 Will the amount of reserves available effect who gets recruited to the new jobs?**

A5 No, there are enough reserves available to cover any outcome. Reserves have been bolstered recently and there is another report to the same meeting of Overview and Scrutiny covering this.

**Q6 What if I am on holiday when my theme is being recruited too?**

A6 There will be plenty of notice about any recruitment activity and those affected by the S and C theme have a detailed timetable already. We will do our best to accommodate people and at least to enable you to make choices between holiday commitments and recruitment activities.

**Q7 Where does Housing Options sit?**

A7 It sits in Operations and Regulation alongside private sector housing and housing standards.

**Q8 Can people apply for voluntary redundancy from other theme areas?**

A8 We are not asking people to do this. If any individual is interested in voluntary redundancy or early retirement they should approach their Manager and/or HR. Each case will be looked at on its merits. The reason for this is that the Review is not solely budget driven and there will be certain skills and experiences that we will continue to need in the future. Giving priority to voluntary redundancies does not allow us to move forward in a planned way.

**Q9 Why is the Reviewed phased?**

A9 the Review is a major organisational change and has to be planned in a manageable way. It is about logistics more than anything and the need to complete the whole as soon as we reasonably can as we acknowledge that the phasing will cause on going uncertainty.

**Q10 What is the rationale for the order in which each theme will be looked at?**

A10 Members asked us to look at Strategy and Corporate first. The rest follows a logical order which has been discussed with members.

**Q11 Will there be consultation on each theme?**

A11 Yes, see A4 above

**Q12 What is the number of jobs that will be lost in the whole review?**

A12 We do not know. No targets have been set for any of the individual themes or the overall review.

**Q13 Will you follow the same process for putting people at risk in future themes?**

A13 Yes, if any future proposals effect existing posts then the post holder will, if appropriate, be put at risk in the same way as we have done for those at risk of redundancy from the proposal out to consultation for the Strategy and Corporate theme.

**Q14 Do you have enough reserves to fund all of the review?**

A14 We only know the reserves requirement for the Strategy and Corporate proposal. We don't know what the impact on reserves will be (if any) on futures proposals but we will have to ensure that any future proposal is affordable.

**Q15 Are you looking for a mix of skills in the 'Lead' posts for the Strategy posts in particular?**

A15 Yes, a range of strategic functions are going to be delivered by that team and we need to get the skills mix right. The 'Leads' will be senior professionals capable of delivering good quality strategies.

**Q16 How does the ring fencing work?**



A16 Staff put at risk have been ring fenced to the new posts proposed in the Strategy and Corporate theme which are in a similar organisational position as their existing posts. The Council also has a duty to look at all other vacancies that may come along outside of the Strategy and Corporate theme to see if they too should be included within the ring fence.

**Q17 Will SWOne be available to people in the ring fence?**

A17 SWOne have no contractual obligation to prioritise any of the Core Council staff at risk above any other applicant. Having said that we have identified this as a possibility and we have begun discussions with SW1. Whilst this is positive we can not guarantee that this will happen.

**Q18 Will you consult on each theme?**

A18 Yes, see A4

**Q19 What is the 'flow' of recruitment?**

A19 We will recruit to the Managers jobs first. These will be Member recruitments. We will then recruit to the Leads, then the Officers, and finally to the support staff. This is our plan. If we are unable to recruit fully to any tier we will not wait to get on with recruiting to subsequent tiers.

**Q20 Could recruitment go externally if people don't succeed at interview?**

A20 Yes, we aim to recruit from the ring fence, if that is not possible we will open the vacancies up internally and dependent on the number of applicants and/or if we don't recruit we will go externally.

**Q21 Will unsuccessful applicants be able to go for jobs in other themes?**

A21 At this stage people at risk will need to secure a new post within the proposed structure for Strategy and Corporate or take redundancy. They will not be able to stay with the Council until further themes are worked up as there will be no substantive job for them to do.

**Q22 Will people in other themes be able to go for jobs in the Strategy and Corporate theme?**

A22 No, in the first instance these new posts are ring fenced to those at risk. If at some point they are advertised internally and / or externally then yes, you will be able to apply (see A20 above).

**Q23 Will people at a lower grade in the structure be disadvantaged by the flow of recruitment e.g. if a Manager applicant is unsuccessful and 'trickles down' to the lead level?**

A23 What you describe as 'trickle down' may have the effect of putting more people into the ring fence for a lower grade job. We simply do not know what this will look like.

There is also a possibility that people in the starting ring fence also opt for redundancy therefore reducing the number of people in any one of the ring fences.

**NOTE:**

This is an area where detailed consultation is taking place with UNISON and further information will be provided when this consultation has been concluded.

**Q24 What do we say to our teams and the public during this change? It is a 'big ask' to expect people to carry on in uncertainty. What happens to current service plans for the year?**

A24 We can only deal with what we know. So, whilst we understand that it will be difficult for some people to deliver 'business as usual' this is what we should try our best to do and we should stick to current plans for our services until any future proposal seeks to change or modify that position.

**Q25 Is the £342K saving from Strategy and Corporate a 'one off' saving?**

A25 No, it is an on-going saving to the Council.

**Q26 What level of savings and/or job losses are you looking for?**

A26 No targets have been set for savings or jobs (see A12).

**Q27 Isn't it silly to not have a savings target for the whole Review? You may under or over deliver. If you over deliver jobs would have been lost unnecessarily?**

A27 The review has two drivers both designed to ensure the Council delivers the best it can with the resources it can afford. The starting point with Strategy and Corporate (as it will be with the other themes) is to establish what level of service in each area the Members want to aim for. In Strategy and Corporate this moves us from an excellent standard to a good standard of delivery and the proposal is based on the resources needed to deliver that standard. This produces a saving that will contribute to this year's budget.

**Q28 Will each theme be responsible for a geographical area of the Council as shown in the new organisational structure 'wheel' diagram?**

A28 No, the diagram is misleading in that respect. It is the Director aligned to each theme that will have a geographical area to lead on. The full report makes that clear.

**Q29 When will future phases of recruitment take place, I want to know so that I can plan my holidays?**

A29 The report shows the proposed timetable for the other themes and that gives you some idea of what will happen. The detailed recruitment timetable has been done for the first phase. This level of detail (if appropriate) will not be available until we begin to develop proposals for each subsequent phase.

**Q30 How will you turn round the consultation from the 15<sup>th</sup> February in time for it to really inform the Members decision on the 18<sup>th</sup> February?**

A30 We will keep Members informed of the consultation responses received at each stage the proposal is reported to them and we will ensure all 56 Cllr's have it before Full Council.

**Q31 What will they do with the budget on the night if they don't agree the proposal?**

A31 The Executive will have to propose an alternative to Full Council. There are alternatives that would create an acceptable budget for 2009/10.

**Q32 Isn't there a better use of reserves than this i.e. Firepool or plugging the budget gap.**

A32 See A3 above

**Q33 Can staff come to the Member meetings?**

A33 Yes, but you will not be able to stay for the confidential part of the report. We have made the vast majority of the report 'public' to aid consultation. The confidential appendix relates solely to the impact on each individual member of staff and there is no need for any one else to know or have this information.

**NOTE:**

Due to staff having a prejudicial interest in this matter they would only be able to stay for the presentation of the report and to give any statement should they wish to make.

**Q34 How does this proposal relate to Pioneer Somerset? Will we be better positioned?**

A34 We remain committed to Pioneer and nothing in the proposal gets in the way of Pioneer type activity continuing.

**Q35 What are the targets for the rest of the review? Do you know what you want or what you will save?**

A35 See A12 and A26

**Q36 Can you clarify the approach to pay protection.**

A36 We will not be offering pay protection if anyone chooses to apply and is successful in getting a lower grade post.

**Q37 Who will set the priorities for each of the new teams? The Strategy team covers a wide area of functions and work?**

- A37 The relevant Manager will need to look at what functions their team has to deliver and will then consider the relevant priorities as expressed by Members. See also A15
- Q38 These aren't really efficiency savings, that is insulting to me. There should be a third aim of the review which is to make cuts.**
- A38 We do not mean to be insulting and we aren't saying everyone is inefficient. What we have done in the Strategy and Corporate area is to propose a reduction in service standards, to propose some things are done in a different way i.e. not having a dedicated Equalities Officer but say that function must be delivered by all Managers, and, to bring posts that are doing similar things i.e. consultation and research together as we do believe that will enable us to be more 'joined up' and will be more efficient.
- Q39 If staff are taking on more responsibility or more work will their JE be reviewed?**
- A39 If staff are direct transfers and are therefore 'slotted in' we are saying their job hasn't changed so there should be no impact on their JE. If people are applying for any new jobs created that job would have the appropriate JE done prior to recruitment.
- Q40 The LDF which is shown in the Strategy and Corporate proposal would be better in the Growth and Development theme to ensure better integration between planning policy and development management. Silos between Housing and Planning has always been a problem in local government.**
- A40 The proposal states what the 'home base' of each service is and we are expecting that people will work across themes to deliver broader agendas such as Affordable Housing.
- Q41 How does the proposal fit with Pioneer and the recent recommendations from the IDeA on how strategic housing should be developed and delivered across Somerset?**
- A41 We are aware of the IDeA report and we are open to the proposals in this report which we believe have not yet been fully adopted by all of the Somerset Councils. With regard to Pioneer see A34
- Q42 Will all of the 4 Strategy Leads be generic or will some be dedicated/specialist roles? You will need some specialist expertise and people to sit on specialist outside bodies.**
- A42 The proposed approach is generic but we accept the importance of professional expertise. See also A15
- Q43 Why are staff in Legal and Democratic Services transferring directly into the proposed new structure?**

A43 This Service was reviewed and restructured recently. Further review of this Service was not considered necessary.