

You are requested to attend a meeting of the Executive to be held in The John Meikle Room, The Deane House, Belvedere Road, Taunton on 16 June 2010 at 18:15.

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## **Agenda**

- 1 Apologies.
- 2 Minutes of the meeting of the Executive held on 28 April 2010 (attached).
- 3 Public Question Time.
- 4 Declaration of Interests  
To receive declarations of personal or prejudicial interests, in accordance with the Code of Conduct. The usual declarations made at meetings of the Executive are set out in the attachment.
- 5 Core Strategy - Interim Sites. Report of the Planning Policy Advisor (attached).  
Reporting Officer: Ralph Willoughby-Foster
- 6 Proposed regeneration of part of the Halcon Estate, Taunton. Report of the Housing Enabling Lead (attached).  
Reporting Officer: Lesley Webb
- 7 Treasury Management Outturn 2009/2010 and 2010/2011 Update. Report of the Strategic Finance Officer (attached).  
Reporting Officer: Maggie Hammond
- 8 Climate Change - Revenue Contribution to Capital. Report of the Strategic Director (attached).  
Reporting Officer: Kevin Toller
- 9 Asset Management Plan. Report of the Acting Divisional Manager Strategy and Planning Property and Facilities Management, Southwest One (attached).  
Reporting Officer: Alison North
- 10 Performance Monitoring - Outturn Report 2009/2010. Report of the Performance and Client Officer (attached).  
Reporting Officer: Dan Webb
- 11 2009/2010 Budget Outturn Report. Joint Report of the Section 151 Officer and the Financial Services Manager (attached).  
Reporting Officers: Maggie Hammond

- 12 Executive Forward Plan - details of forthcoming items to be considered by the Executive and the opportunity for Members to suggest further items (attached)

Tonya Meers  
Legal and Democratic Services Manager

06 July 2010

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

There is time set aside at the beginning of most meetings to allow the public to ask questions.

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

If a member of the public wishes to address the Committee on any matter appearing on the agenda, the Chairman will normally permit this to occur when that item is reached and before the Councillors begin to debate the item.

This is more usual at meetings of the Council’s Planning Committee and details of the “rules” which apply at these meetings can be found in the leaflet “Having Your Say on Planning Applications”. A copy can be obtained free of charge from the Planning Reception Desk at The Deane House or by contacting the telephone number or e-mail address below.

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

These arrangements do not apply to exempt (confidential) items on the agenda where any members of the press or public present will be asked to leave the Committee Room.

Full Council, Executive, Committees and Task and Finish Review agendas, reports and minutes are available on our website: [www.tauntondeane.gov.uk](http://www.tauntondeane.gov.uk)



Lift access to the John Meikle Room and the other Committee Rooms on the first floor of The Deane House, is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available off the landing directly outside the Committee Rooms.



An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter.

**For further information about the meeting, please contact Democratic Services on 01823 356382 or email [d.durham@tauntondeane.gov.uk](mailto:d.durham@tauntondeane.gov.uk)**

**Executive Members:-**

Councillor J Williams - Leader of the Council

Councillor C Herbert

Councillor K Hayward

Councillor J Court-Stenning

Councillor N Cavill

Councillor J Lewin-Harris

Councillor T Hall

Councillor M Edwards

## **Executive – 28 April 2010**

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

Officers: Penny James (Chief Executive), Kevin Toller (Strategic Director), Tonya Meers (Legal and Democratic Services Manager), Maggie Hammond (Strategic Finance and Section 151 Officer), Alison North (Performance and Client Lead) and Richard Bryant (Democratic Services Manager).

Also present: Councillors Morrell and Stuart-Thorn.

(The meeting commenced at 6.15 pm.)

### **45. Apologies**

Councillors Paul and Mrs Wilson.

### **46. Minutes**

The minutes of the meetings of the Executive held on 31 March 2010 and 13 April 2010, copies of which had been circulated, were taken as read and were signed.

### **47. Public Question Time**

Councillor Stuart-Thorn referred to the matter he had raised at the Informal Council meeting in February 2010, concerning Councillors being allowed to use vacant spaces in The Deane House Staff Car Park when no spaces were available either in the circle outside the front entrance to the offices or in the Belvedere Road Public Car Park. He asked if anything had yet been decided on this matter.

In response, the Democratic Services Manager, Richard Bryant, confirmed that the matter had been referred to the Chief Executive for consideration, as use of the Staff Car Park fell outside the responsibilities of the Parking and Civil Contingencies Manager. He would inform Mrs James that the issue had again been raised.

Councillor Morrell raised concern about the current Leadership of the Council. He provided three examples which, in his view, did not reflect very well on the Council:-

- A recent visit to The Deane House Reception where a queue of people were awaiting to be served but there was only one member of staff on duty;
- Incomplete answers being given to questions raised at Full Council; and
- Six months to obtain information on the Sheltered Housing Service Charges.

Councillor Morrell went on to refer to the Core Council Review and asked what Councillor Henley had personally done to ensure services were functioning effectively? In addition to any meetings he had had with senior management, had Councillor Henley undertaken any personal audits?

He went on to say that he was aware of a number of issues at the middle management level of the Council where lack of communication appeared to be the problem.

In response, Councillor Henley stated that he and the Deputy Leader did have regular meetings with the Chief Executive and the senior Management Team and had every confidence that issues of concern with the delivery of services were being thoroughly discussed. If Councillor Morrell would like to be more specific about the other issues he referred to, he would ensure a written reply was sent to him.

**48. Declarations of Interest**

Councillors Henley and Prior-Sankey declared personal interests as Members of Somerset County Council. Councillor Mrs Smith declared a personal interest as an employee of Somerset County Council. Councillor Coles declared a personal interest as a Director of Southwest One. Councillor Slattery declared personal interests both as a Member of the Somerset Waste Board and as an employee of Sedgemoor District Council.

**49. Community Engagement**

Considered report previously circulated, concerning the Local Strategic Partnership's (LSP) recent review of community engagement. The LSP had proposed that the Community Partnerships should be disbanded, with future engagement being undertaken through the Partnerships and Communities Together (PACT) process, which would be led by the Police Authority.

The aim of community engagement was to build trust and confidence by dealing with issues that had the most impact. It involved communities and partners working together to bring about change by identifying and meeting the community's diverse needs.

Taunton Deane's LSP had established four Community Partnership Areas in 2007, but these had been indefinitely postponed in December 2008. Since then, the PACT scheme led by the Police had become established as a method of gaining community engagement.

There were currently in excess of 50 community, business and partner meetings titled under PACT. Partners were welcome to join PACT meetings, but it was accepted that the current number of PACT meetings would inhibit this.

The Police had recognised that the inclusion and engagement of partners provided a greater and improved response to communities and built high levels of confidence and satisfaction.

Bringing the Community Partnerships and PACTs together, would enable each partner to use the meetings for community engagement and reduce the resource impact.

A map of the areas to be covered by eight PACTs was submitted. The eight areas were:-

- Wellington, Wiveliscombe and surrounding parishes includes Wellington, Rockwell Green and West, Wellington East, Wellington North, Monument, Wiveliscombe and West Deane, Bradford on Tone, Milverton and North Deane, Halse, Ash Priors, Combe Florey, West Bagborough;
- West – includes Bishops Lydeard, Staplegrove, West Monkton, Norton Fitzwarren, Bishops Hull and Trull;
- East – Ruishton and Creech, North Curry and Stoke St Gregory, Neroche and Blackdown;
- Comeytrove, Manor and Wilton;
- Eastgate, Fairwater;
- Lyngford, Pyrland and Rowbarton;
- Halcon; and
- Blackbrook and Holway, Killams and Mountfield.

It was anticipated that the Police would organise meetings and would be the default Chairman. However, it was expected that members of the community would take on the role of Chairman in the future.

Each PACT would establish its own meeting schedule, which would be responsive to need. These would meet at least quarterly. Meetings would be open to the public and invites would be sent to Parish Councils, Borough and County Councillors, PCSOs and all LSP partners.

Each partner would deliver their level of agreement in undertaking, resolving or attempting to resolve and provide feedback on issues for which they were the nominated agency. The meetings would identify the top issues of concern for the local area and these would form the priorities for the LSP partners.

The panel of partners, in consultation with the community, would nominate a lead agency for each priority. The lead agency would then report back to the community and next PACT meeting as to progress with the priority issue.

Noted that Taunton Deane would provide senior officer support to each PACT meeting.

**Resolved** that the formal adoption of eight Partnerships and Communities Together across Taunton Deane be endorsed and that the Council be committed to supporting these meetings.

## 50. **Carbon Management Plan 2010-2011**

Considered report previously circulated, concerning a proposed Carbon Management Plan (CMP) for Taunton Deane.

The CMP provided a clear breakdown of carbon emissions from the Council's direct and indirect operations and contained an Implementation Plan that presented practical actions for reducing these emissions. The CMP covered the period 2008/2009 to 2010/2011 and would be reviewed annually to assess progress and priorities.

The Council had established a baseline figure for carbon emissions from its direct operations and indirect operations for the year 2006/2007. This baseline figure for carbon emissions totalled 4,774 tonnes, of which 3,952 tonnes came from Council buildings. This equated to 12,759,192 kWh. The financial cost for this energy in Council buildings was £658,479. Fuel costs through vehicle use were not however recorded.

Under the National Indicator 185: 'CO2 reduction from local authority operations', the Council had to report on its progress in reducing its own CO2 emissions to the Government Office for the South West on an annual basis. For 2010/2011, a 7.5% reduction of emissions from the Council's direct and indirect operations was anticipated against the Council's 2006/2007 baseline figure.

The Council had committed itself to reduce carbon emissions from its core business by 10% during 2010 through signing up to the '10:10 Challenge', although emissions from associated partners such as Tone Leisure would be excluded. Noted that the Council's 10:10 year would run in line with the financial year from 1 April 2010 to 31 March 2011.

Actions on the Implementation Plan which was now in place were expected to produce a 4.5% reduction in CO2 towards the 10% target for the current year and a reduction of 18% of carbon emissions to be achieved at The Deane House. There were a number of significant projects planned but savings figures were not yet available. Further actions would need to be found during the course of the year to meet the Council's 10:10 commitment and the Carbon Management Steering Group would continue to oversee this.

Further reported that the Local Strategic Partnership had decided to also set up a Carbon Reduction Group involving all of its partners. This information was welcomed.

**Resolved** that the Carbon Management Plan 2010/2011 be approved and adopted.

#### 51. **Wellington Sports Centre Bid**

Considered report previously circulated, concerning the proposed capital refurbishment project to develop the swimming provision at Wellington Sports Centre.

Wellington Sports Centre was well used but was in need of further investment to enhance and develop the facilities and improve the swimming experience, ensure sustainability of current usage and increase the number of new swimmers.

A refurbishment proposal had been submitted to Sport England for funding of a capital grant of £350,000. The formal decision and offer was expected after 6 May 2010.

The aim of the project was to increase swimming participation and to sustain the swimmers who had taken advantage of the Free Swimming initiative. Tone Leisure had set the following stretch targets:-



- To increase under 16 and over 60s participation by 30% from year 1 to 2, with a further growth of 10% from year 2 to 3; and
- Increase participation in other groups by 3% per year.

The following improvements to the swimming pool were anticipated if the bid to Sport England was successful:-

- Facilities more accessible to groups of young people and older people;
- Improved changing facilities;
- Improved water quality by the introduction of modern disinfection, circulation and filtration systems;
- Improved environment in the pool hall as a result of the introduction of natural light and better air handling; and
- Installation of a more efficient plant, which would reduce running costs and achieve carbon reduction targets.

The Council owned the freehold on the site and would benefit from the works, which would be delivered by Southwest One.

The estimated budget for the work was £600,000, which would mean that a contribution from the Council, of £250,000 would be needed. The Earmarked Asset Management Maintenance Reserve had been set up to meet the needs of Tone Leisure's 10 year maintenance programme and this currently stood at £580,579. The proposed project would reduce the reserve to £330,579.

Reported that this item had been discussed the previous evening at the Community Scrutiny Committee when it had been agreed to recommend to the Executive that a virement of "up to" £250,000 should be approved. This was considered by Members but it was decided not to alter the recommendation.

**Resolved** that subject to written confirmation from Sport England of £350,000 grant funding, it be recommended to Full Council that:-

- (a) the addition of the Wellington Sports Centre refurbishment to the 2010/2011 Capital Programme with a budget of £600,000 be approved; and
- (b) the virement of £250,000 from the Asset Management Earmarked Maintenance Reserve to the Capital Programme be also approved.

## 52. **Housing and Planning Delivery Grant**

Considered report previously circulated, concerning the Housing and Planning Delivery Grant (HPDG).

Notification had been received that the Council's allocation based on 2009/2010 would be £675,610. 32.5% (£219,573) of this amount was capital with £456,037 which could be used to fund revenue expenditure.

A further amount of revenue funding of £210,792 had been awarded for the previous year, making a combined total of £666,829.

Proposals for 2010/2011 were detailed as below:-

<b>Revenue items</b>	<b>Cost</b>
Retaining post of LDF Specialist until March 2012 if required	£60,000
Taunton Deane funding for consultancy advice on Project Taunton schemes (for example advice on financial impact on the Council of a proposed scheme - in the past this funding had come from the General Fund)	£50,000
Staffing requirement to ensure delivery of Core Strategy	£30,000
<b>Total</b>	<b>£140,000</b>

<b>Capital items</b>	<b>Cost</b>
Funding towards the purchase of a capital asset should the Council decide to proceed.	£216,000
<b>TOTAL</b>	<b>£216,000</b>

If the proposals were agreed, the unallocated amounts would be:

Revenue: £526,829  
Capital: £3,573

**Resolved** that the above allocation of the Housing and Planning Delivery Grant for 2010/2011 be approved.

53. **Executive Forward Plan**

Submitted for information the Forward Plan of the Executive over the next few months.

**Resolved** that the Forward Plan be noted.

(The meeting ended at 7.06 pm.)

# Taunton Deane Borough Council

**Executive – 16 June 2010**

## **Core Strategy Interim Sites**

### **Report of the Planning Policy Advisor**

(This matter is the responsibility of Executive Councillor Mark Edwards )

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

<p>It is recommended that Interim Sites for 300 dwellings each be agreed at Nerrols and Cades to contribute towards the shortfall in the 5 year supply of housing land in Taunton Deane.</p>
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#### **2. Background**

- 2.1 Planning Policy Statement 3: Housing (PPS3) requires that Local Planning Authorities should identify and maintain a rolling five year supply of deliverable land for housing. The RSS identifies separate requirements for Taunton, due to its designation as a Strategically Significant City or Town (SSCT), and for the remainder of Taunton Deane.
- 2.2 The RSS Secretary of State Proposed Changes annual housing requirement for Taunton SSCT is 900 dwellings (or 18,000 dwellings over the period 2006-26) and for the rest of the Borough 190 dwellings (or 3,800 dwellings 2006-26). The RSS annual housing requirement for Taunton Deane is 1,090 dwellings (or 21,800 dwellings 2006-26).
- 2.3 The Taunton Deane Strategic Housing Land Availability Assessment (SHLAA) was completed in July 2009. The SHLAA showed 3.12 years supply for Taunton SSCT and 6.84 years supply for the rest of the Borough. For Taunton Deane the SHLAA showed a 3.74 years supply.
- 2.4 Planning Policy Statement 3: Housing in paragraph 69 states:  
In general, in deciding planning applications, Local Planning Authorities should have regard to:
  - Achieving high quality housing.

- Ensuring developments achieve a good mix of housing reflecting the accommodation requirements of specific groups, in particular, families and older people.
- The suitability of a site for housing, including its environmental sustainability.
- Using land effectively and efficiently.
- Ensuring the proposed development is in line with planning for housing objectives, reflecting the need and demand for housing in, and the spatial vision for, the area and does not undermine wider policy objectives eg addressing housing market renewal issues.

Paragraph 71 states:

Where Local Planning Authorities cannot demonstrate an up-to-date five year supply of deliverable sites, for example, where Local Development Documents have not been reviewed to take account of this PPS or there is less than five years supply of deliverable sites, they should consider favourably planning applications for housing, having regard to the policies in this PPS including the considerations in paragraph 69.

- 2.5 The risk of failing to provide a five year supply of housing land is that planning appeals will be allowed on unplanned, less sustainable sites. Since the Core Strategy will not be adopted until September 2011 the Council considers it vital to have regard to these risks in the short term. Therefore in the Local Development Scheme (May 2009) provision was made for the release of 'Interim Sites' following public consultation in 2010 to contribute towards providing a five year supply of housing land for Taunton Deane. Elsewhere in the country Inspectors have allowed appeals where there has either not been a 5 year supply for the District as a whole. At Calne in Wiltshire an Inspector allowed an appeal despite the fact that there was a five year supply for the rural areas outside the SSCT (Chippenham) because there was not a five year supply for North Wiltshire.
- 2.6 The Minister has recently confirmed that the RSS will be abolished and although it will require legislation, we should no longer consider it to be a material consideration. The studies that informed the draft submitted RSS provide an evidence base for 14,000 new homes in Taunton and 17,300 for the Borough as a whole. The draft RSS assumed a lower rate of growth for the first half of the plan period to 2026, and this has been used to calculate the five year supply figures (see Appendix 1).
- 2.7 Assuming the future scale of growth for Taunton is reduced to the draft RSS figure of 14,000 the Nerrols Interim Site at Taunton would give a 5.07 years supply for Taunton SSCT. A failure to identify a five year supply of housing land for Taunton SSCT would involve a high risk of the current planning application at Maidenbrook or the site that was subject to pre-

application consultation at Broadlands in Staplehay being allowed on appeal.

- 2.8 Assuming the future scale of growth for Taunton Deane is reduced from the RSS Proposed Changes level of 21,800 to the draft RSS level of 17,300, the two Interim Sites recommended (Nerrols and Cades in Wellington) would provide a 5.67 years supply of housing land for Taunton Deane.
- 2.9 The number of vacant homes was raised at the Community Scrutiny meeting. There are 362 empty homes in Taunton Deane. This is not particularly high and is in line with national rates. Local Authorities have for some time been working to bring empty homes back into occupation and this is an ongoing part of our housing strategy. The calculation of housing figures takes the number of empty homes into account.
- 2.10 During January and February 2010 the Borough Council conducted public consultation on the Core Strategy and Small Sites for the Local Development Framework (LDF). That document refers to the clear need for urgent action to address the housing land supply situation and identifies four 'Interim Sites' where a first phase of development can contribute towards meeting the shortfall as follows:
- |                                 |                     |
|---------------------------------|---------------------|
| 1. Nerrols Farm                 | about 250 dwellings |
| 2. Killams                      | about 250 dwellings |
| 3. Ford Farm, Norton Fitzwarren | about 250 dwellings |
| 4. Bishops Hull                 | about 220 dwellings |

### **3. Interim Sites**

#### **Bishops Hull**

- 3.1 A planning application for 220 dwellings at Bishops Hull has a Planning Committee resolution to grant planning permission subject to the completion of a Section 106 agreement. This site can therefore be regarded as a planning commitment which will contribute towards the five year supply. It therefore no longer needs to be considered as part of the release of Interim Sites.

#### **Ford Farm Norton Fitzwarren**

- 3.2 At Ford Farm, Norton Fitzwarren, the Taunton Deane Strategic Flood Risk Assessment (SFRA published in 2007) indicated that the completion of the Halse Water dam would take the site out of flood zone 3 and into flood zone 2. However, despite completion of the dam recent work has shown that much of Ford Farm is still in flood zone 3. Channel improvements

through the site will need to be implemented before Ford Farm can be reclassified as flood zone 2.

- 3.3 The Borough Council will not be in a position to allocate Ford Farm for development until the channel improvements have been carried out. Since the Core Strategy will be published in October 2010 it is therefore unlikely to include Ford Farm. If the channel works are completed it could be considered for allocation in the Site Allocations Development Plan Document (DPD) which will follow the Core Strategy and is due to be adopted in December 2012.

### **Killams**

- 3.4 The Community Scrutiny meeting on 26 May 2010 considered the inclusion of Killams as an Interim Site. A number of detailed issues were raised and members resolved that the site should not be included in the recommendation to Executive in June. Killams will be the subject of a detailed report for consideration at a later date.

### **Nerrols**

- 3.5 The summary of the recent consultation including the Council response to the issues raised on Nerrols is set out in Appendix 2 to this report. Entec on behalf of the Crown estate have reached an advanced stage in their preparations to submit a planning application, having carried out transport and environmental assessments. They have recently attended meetings with local councillors and representatives of Parish Councils and are planning pre-application consultation locally. They have also met to discuss the design of the site with Urban Initiatives, the consultants we have appointed to prepare the urban extensions SPD.
- 3.6 The consultation response expressed concerns that development at Nerrols would impede views to/from Cheddon Fitzpaine Conservation Area and would have an adverse effect on the biodiversity of the area. There was also concern expressed over the loss of agricultural land. The setting of Cheddon Fitzpaine within the green wedge separating Priorswood from Monkton Heathfield will remain. Cheddon Fitzpaine lies in the valley of the Maidenbrook stream. From the church there are southerly views will be retained down the valley where meadows of species rich permanent pasture. Higher on the valley slopes it is proposed that an extensive belt of woodland planting would provide replacement habitat for the Hestercombe House lesser horseshoe bats, which currently forage on the northern part of the Nerrols site. A 20 metre wide structural landscaping belt of trees and shrubs is also proposed around the fringe of

- the development site. This will ensure that the setting of Cheddon Fitzpaine and biodiversity of the area is preserved and enhanced. National planning policy advises that the loss of good quality agricultural land can be justified in the interests of sustainable development.
- 3.7 The Green Infrastructure Strategy (2009) proposed a new country park in the core part of the green wedge between Maidenbrook and Allen's brook. There is currently a lack of public open space in this part of north Taunton. Developer contributions from the Nerrols and Monkton Heathfield urban extensions on either side would be sought to provide this important informal recreational facility. There are also opportunities to incorporate surface water attenuation and sustainable drainage systems in the valleys of these two streams. This will create a semi-wetland habitat which, together with the woodland planting in the country park and the woodland belts to mitigate the loss of habitat for the bats, will enhance the landscape and biodiversity of the green wedge. These will also provide opportunities for longer distance recreation routes for walking and cycling within the wedge, including a link from Halcon to the Quantocks. Since the woodland planting will take ten years to be sufficiently mature to be of value for bat foraging, it is proposed that planting be a requirement for the first phase of development.
- 3.8 Concern was also expressed about the capacity of utility services to cater for the proposed development. Transport issues included traffic congestion, pollution and the safety of cyclists and pedestrians. There are no known utility service or transport constraints to the Nerrols development. A new distributor road is proposed to connect Nerrols Drive to Cheddon Road. Enhanced pedestrian and cycle links would also be provided.
- 3.9 The Education Authority has identified capacity issues at Lyngford primary school. It is unlikely that a new primary school can be provided at Nerrols as part of a first phase of development due to viability considerations. However, a serviced site for the school could be provided in the first phase, enabling the buildings to follow early in the second phase of development. A new local centre is proposed as part of the first phase adjoining the existing roundabout at the southern end of Nerrols Drive to provide the community with a range of services and local employment opportunities.
- 3.10 There are no major constraints to development at Nerrols. A first phase of development could provide about 300 dwellings within the next five years, contributing towards the shortfall in housing land supply. The developers would be in a position to submit a planning application in July. All the above matters and the provision of affordable housing would be the subject of a Section 106 agreement. Nerrols is therefore considered to be

a sustainable and deliverable site which should be included as one of the Interim Sites.

### **Cades, Wellington**

- 3.11 Taunton Deane local Plan allocated a site for about 250 dwellings at Cades Farm, Wellington. Cades is being developed by Persimmon, Barratt and Charles Church, who together have completed 87 dwellings out of the 164 that have been granted planning permission. There is a new application for a further 110 dwellings submitted.
- 3.12 The summary of consultation to the Core Strategy proposals for Wellington is set out in Appendix 3 to this report. There was general support for the strategic sites identified in Wellington.
- 3.13 The response on Cades Farm suggested surface water attenuation to reduce flood risk, allotments or community orchards, high standards of design and sustainability and cycle/pedestrian links with the town centre should be as direct as possible. Also a primary school should be provided at Cades Farm to maximise opportunities for 'non-car' travel modes.
- 3.14 These comments are supported. Our strategy to reduce flood risk is to incorporate major surface water attenuation into green infrastructure that centres on existing watercourses, rather than the piecemeal approach of small surface water attenuation within residential areas where they are difficult to maintain and erroneously argued by the developer to be part of the public open space. The Green Infrastructure Strategy concluded that the eastern part of Wellington is currently deficient in accessible green space, and suggested that a new green space should be created to serve this side of the town. This could incorporate surface water attenuation, allotments, community orchard and both formal and informal recreation opportunities, providing a new green wedge between the residential areas of the town and Westpark industrial estate beyond. A larger scale of development in this area would be required to justify the provision of a new primary school.
- 3.15 There are no major constraints to development at Cades. A first phase of development could provide about 300 dwellings within the next five years, contributing towards the shortfall in housing land supply. The developers would be in a position to submit a planning application later this year. All the above matters and the provision of affordable housing would be the subject of a Section 106 agreement. Cades is therefore considered to be a sustainable and deliverable site which should be included as one of the Interim Sites.



#### **4. Links to Corporate Aims**

- 4.1 The Core Strategy has identified a number of strategic sites that will provide sustainable mixed use development and community facilities. The Interim Sites identified are initial phases of those strategic sites that can meet the shortfall in the 5 year supply of housing. This relates to the Corporate aims of regeneration, affordable housing and climate change.

#### **5. Risk Management**

- 5.1 If the Council fails to identify a five year supply of deliverable housing sites there is a risk of successful planning appeals on unplanned sites. If the Interim Sites identified are not released there is also a risk that the developers will still submit planning applications. Bearing in mind these Interim Sites have been found to be sustainable and subject to public consultation, the Council would find it difficult to justify refusal of planning permission and could be liable for costs in the event of a successful appeal.

#### **6. Recommendations**

- 6.1 It is recommended that the Executive agrees Interim Sites for 300 dwellings each be released at Nerrols and Cades to contribute towards the shortfall in the 5 years supply of housing land in Taunton Deane.

**Contact:**      Officer Name      Ralph Willoughby-Foster  
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## APPENDIX 1

The figures included in this Appendix are provided for illustrative purposes only and do not comprise a full and comprehensive update of the housing land supply calculation.

The Council is in the process of reviewing and updating its Strategic Housing Land Availability Assessment (SHLAA), the involvement of the SHLAA Panel of representative housebuilders will be essential to calculation of the deliverable supply of housing sites. Moreover, the supply element of the calculations represents the picture as at late 2009 insofar as it is reflective of extant planning consents large and small at this time and the deliverable SHLAA sites identified in the Taunton Deane SHLAA 2009.

The SHLAA Review will provide a more up-to-date calculation of supply based upon the most recent information available, by implication this may mean that further sites are included or may in some cases be excluded dependent upon an assessment of deliverability.

**As such, this Appendix is provided solely to provide an indication as to how land supply may be affected by the recognition of the interim sites at Nerrols and Cades.**

Proposed Changes (21,800)

Requirements:	2006 – 2026	Annual Req	Reqm 2006 – 2010	Completions 2006 – 2010	Shortfall 2006 – 2010	5yr reqm inc. shortfall
SSCT	18,000	900	3,600	1,212	2,388	5,246
Rest of Borough	3,800	190	760	609	151	997
TDB	21,800	1,090	4,360	1,821	3,629	6,243

Draft RSS (17,300)

Requirements:	2006 – 2026	Annual Req (2006 – 2016)	Reqm 2006 – 2010	Completions 2006 – 2010	Shortfall 2006 – 2010	5yr reqm inc. shortfall
SSCT	14,000	667	2,668	1,212	14,56	3,996
Rest of Borough	3,300	158	632	609	23	841
TDB	17,300	825	3,300	1,821	1,479	4,837

Supply:	SHLAA Sites	Large Sites with PP	Small Sites with PP	Interim Sites	Total Deliverable Supply <sup>1</sup>
SSCT	1,287	2,023	226	600	4,146
Rest of Borough	238	626	262	300	1,356
TDB	1,525	2,649	488	900	5,502

<sup>1</sup> Figure has had 60 subtracted to reflect additional completions (+10 for SSCT, -70 for RoB) over and above projections shown in Housing Trajectory Dec 2010.

## **RSS Proposed Changes**

### Taunton SSCT (Including Interim Site)

5 year housing requirement: 5,246  
5 year supply of deliverable sites: 3,846

5 year deliverable housing supply:  $\frac{3,846}{5,246} \times 5 = 3.66$  years supply

### Taunton Deane Borough-wide (Including both Interim Sites)

5 year housing requirement: 6,243  
5 year supply of deliverable sites: 5,202

5 year deliverable housing supply:  $\frac{5,202}{6,243} \times 5 = 4.17$  years supply

## **Draft RSS**

### Taunton SSCT (Including Interim Site)

5 year housing requirement: 3,790  
5 year supply of deliverable sites: 3,846

5 year deliverable housing supply:  $\frac{3,846}{3,790} \times 5 = 5.07$  years supply

### Taunton SSCT (Without Interim Site)

5 year housing requirement: 3,790  
5 year supply of deliverable sites: 3,546

5 year deliverable housing supply:  $\frac{3,546}{3,790} \times 5 = 4.68$  years supply

### Borough-wide (Including Interim Sites)

5 year housing requirement: 4,590  
5 year supply of deliverable sites: 5,202

5 year deliverable housing supply:  $\frac{5,202}{4,590} \times 5 = 5.67$  years supply

### Borough-wide (Without Interim Sites)

5 year housing requirement: 4,590  
5 year supply of deliverable sites: 4,602

5 year deliverable housing supply:  $\frac{4,602}{4,590} \times 5 = 5.01$  years supply

### Nerrols Summary of Representations and Responses

Eight feedback forms were received in response to the consultation event at Cheddon Fitzpaine, held at the Memorial Hall in the afternoon and evening on 1<sup>st</sup> February 2010. In addition, a consultation event was held at Priorswood Resource Centre in the afternoon and evening on 18<sup>th</sup> January 2010. A total of seventeen feedback forms were received from these two events.

Summary of key issues raised and Council response:

#### Environmental Issues:

1. Of these feedback forms, eight respondents expressed concern that any new development at the site would have the effect of 'urbanising' the rural nature of the village and surrounding area. In particular, respondents were concerned that any development would impede views to/from Cheddon Fitzpaine and would have an adverse effect on the biodiversity of the area. There was also concern expressed over the loss of agricultural land in the vicinity.

The Council acknowledges the landscape setting of Priorswood and Cheddon Fitzpaine and the importance of safeguarding its natural qualities. Any development would be accompanied by rigorous measures which would mitigate any effect on the landscape setting. It would also actively seek to enhance the habitat for protected species. Development would be accompanied by habitat creation, including woodland buffers and new areas of planting to preserve and enhance the biodiversity and natural vistas in the locale. An area of pasture along the Maidenbrook stream would ensure that vistas along the valley are protected. This will ensure that the setting of the two settlements is preserved and enhanced.

In line with national planning policy, any loss of agricultural land should be considered alongside other sustainability objectives such as accessibility to infrastructure, workforce and economic growth as well as protecting the quality of the environment. Any pressure to accommodate economic growth in Taunton should be a material consideration in allocating sustainable urban extensions at greenfield sites.

2. A number of respondents were concerned over the adverse that any new development might have on the setting of the conservation area at Cheddon Fitzpaine. In particular, residents were keen to see that any new development should respect the existing character of the settlement should mitigate any adverse effects on the landscape.

The Council acknowledges the importance of protecting and enhancing the historic environment. Any development would be accompanied by woodland planting and structural landscaping which would preserve and enhance the setting of Cheddon Fitzpaine. In addition, the creation of a species-rich pasture

along the Maidenbrook valley would ensure that views to/from the village are not compromised by any new development.

### **Transport and Infrastructure Issues:**

3. A number of respondents were concerned about the ability of physical infrastructure (water, gas, electricity) in coping with increased demand from any proposed development. A significant number of respondents identified current traffic level as an issue and were concerned that development would exacerbate congestion and pollution in the village and surrounding area. There was also concern expressed over the impact on the safety of pedestrians and cyclists from increased traffic movements.

Any development should be accompanied by appropriate transport infrastructure. The last phase of development would extend the Nerrols Drive distributor road up to Cheddon Road. This would be part of a Northern Outer Distributor Road which would reduce the need for through traffic to enter the inner urban area of Taunton. This should include enhanced pedestrian and cycle infrastructure.

### **Social and Economic Issues:**

4. Four respondents were keen to ensure that the Fun Farm at Priorswood was protected as a local amenity, as part of any development.

The Council acknowledges the role that the Fun Farm plays in the local community. The Council will continue to work with the facility in order to ensure that its role is not diminished.

## **Wellington Summary of Representations and Responses**

A public exhibition was held all day in Wellington United Reform Church on 3<sup>rd</sup> February 2010. Over the consultation period there were 36 individual responses made to the Core Strategy proposals. The key issues are outlined below:

### **Summary of Key Issues Raised and Council Response:**

1. Responses to the Core Strategy consultation indicate that the principles of site allocations in Wellington were broadly accepted. There was a positive response to the implementation of the Northern Relief Road as and the potential for freeing-up land for housing within the town centre, as well as the proposal for a Country Park to the west of the town.

Officers note the positive responses to potential site allocations in Wellington.

### **Transport Issues:**

2. Respondents welcomed the implementation of the Northern Relief Road at an early stage in order that it could facilitate development to the north of the town and reduce traffic congestion in the town centre. As part of this scheme, respondents also welcomed a comprehensive scheme of cycle and pedestrian routes to/from the town in order to enable sustainable transport modes.

The Council will continue to work with Somerset County Council to ensure that the proposed Northern Relief Road would be part of a phased development which would allow for the relief road to access the boundary of the current employment area, enabling HGVs and other traffic to avoid the town centre. The Council will seek to ensure that cycling/pedestrian access to/from Wellington is implemented as part of a strategic transport policy which encourages access by a range of transport modes.

### **Environmental Issues:**

3. There was a positive response to the provision of allotments and a country park to the west of the town. In addition, respondents were keen to see an emphasis on open spaces both within new developments and on the urban fringe areas of the town and the implementation of an integrated plan for all green spaces. There was a wider concern that new development should be adequately screened by trees and natural landscaping (notably at Longforth Farm) and that any development south of the 'natural barrier' of the A38 Wellington relief road would impinge views of the Blackdown Hills.

The Council will seek to ensure that any new development seeks to preserve and enhance the unique built and natural environment of the borough and the wider area. New development will encourage access as well as formal green spaces and recreation facilities. Where appropriate, mitigation will be implemented to offset any negative effects of development and to ensure that any proposals are constructed to a high design standards. Structural landscaping belts are proposed as part of the Longforth Farm development. There are no proposals to develop beyond the natural barrier of the A38 Wellington relief road.

#### **Infrastructure Issues:**

4. A significant proportion of respondents identified that all infrastructure should have the capacity to cope with any new development. Respondents identified that all appropriate physical infrastructure should be in place before development could take place.

The Council is in the process of undertaking an Infrastructure Delivery Plan. This includes an assessment of likely infrastructure requirements arising from development on certain sites. The Council will continue to work with infrastructure providers and developers to ensure that sufficient capacity exists in to sustain employment and residential development.

5. Respondents were keen to ensure that social and community infrastructure should be an integral part of any new development. In particular, respondents were keen to see increased capacity in schools as a response to new development. In addition, community facilities such as doctor's surgeries and community centres should be an integral part of any new development.

Taunton Deane Borough Council will seek to support the provision of community and social facilities in sustainable locations and areas of enhanced growth. The Council will continue to work closely with service providers, to ensure that integral elements such as community halls and allotments can be delivered. Where provision of community facilities cannot be accommodated as an integral part of a new development, contributions for such facilities will be sought through planning obligations from developers.

6. There was broad support for the re-opening of the mainline station at Wellington and the relocation of the factory at this site to an appropriate location in the town. Respondents were particularly keen to see that a new station was well-linked with the town by means of pedestrian and cycle infrastructure.

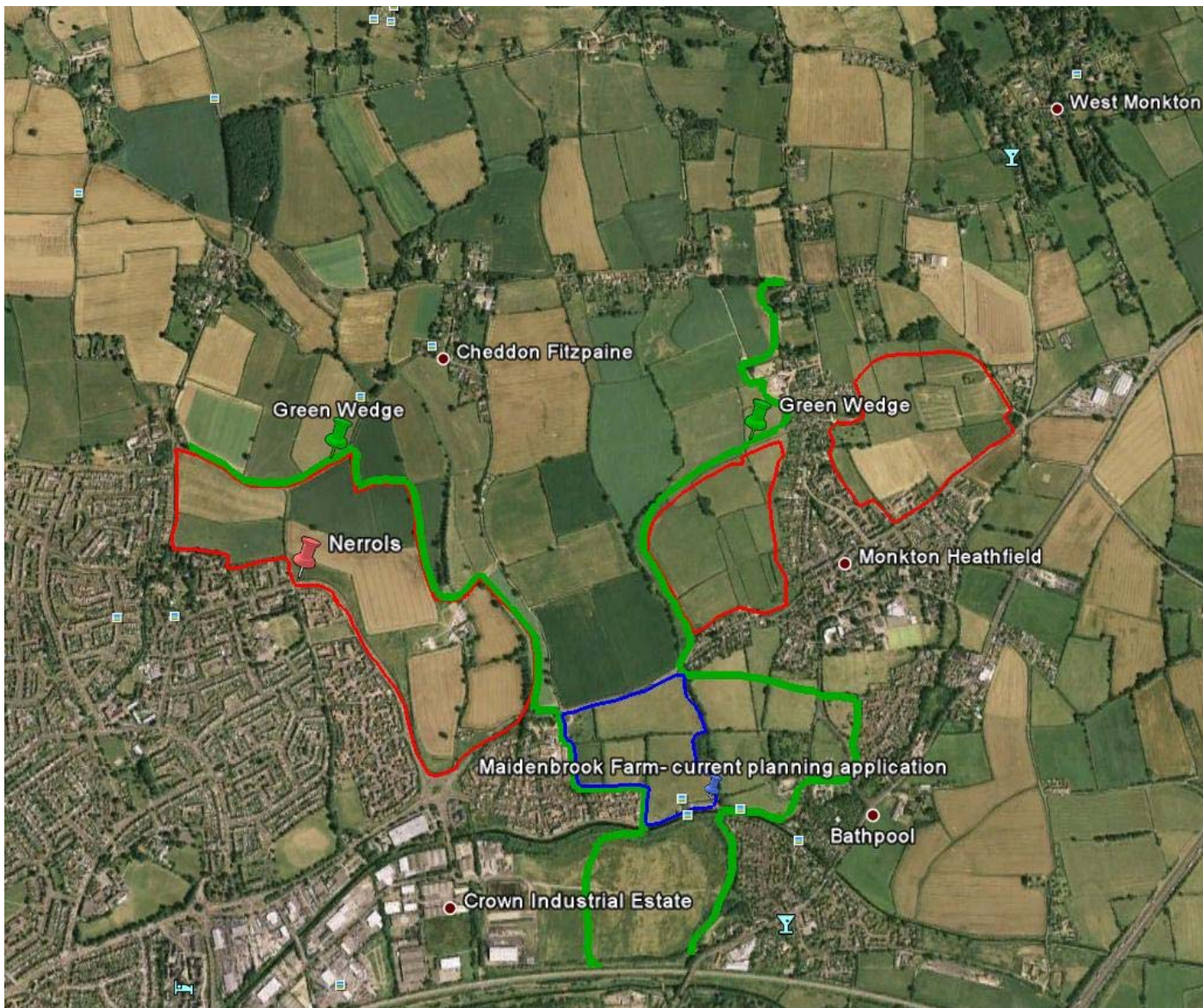
The Council welcomes the support for the reopening of the railway line at Wellington and will continue to work with key stakeholders and current occupiers of the site to pursue this objective. Any proposal for a new station should include measures for sustainable transport to-from the site.

#### **Cades Farm comments:**



7. Cades Farm plans should include a body of water to relieve flood risk issues. The plan does not contain any proposed allotments or community orchards. High standards of design and sustainability should be mandatory. Cycle/pedestrian links with the town centre should be as direct as possible. Primary school should be provided at Cades Farm to maximise opportunities for 'non-car' travel modes.

The Council supports these comments. Our strategy to reduce flood risk is to incorporate major surface water attenuation into green infrastructure that centres on existing watercourses, rather than the piecemeal approach of small surface water attenuation within residential areas where they are difficult to maintain and erroneously argued by the developer to be part of the public open space. The Green Infrastructure Strategy concluded that the eastern part of Wellington is currently deficient in accessible green space, and suggested that a new green space should be created to serve this side of the town. This could incorporate surface water attenuation, allotments, community orchard and both formal and informal recreation opportunities, providing a new green wedge between the residential areas of the town and Westpark industrial estate beyond. A larger scale of development in this area would be required to justify the provision of a new primary school.



West Monkton

Cheddon Fitzpaine

Green Wedge

Green Wedge

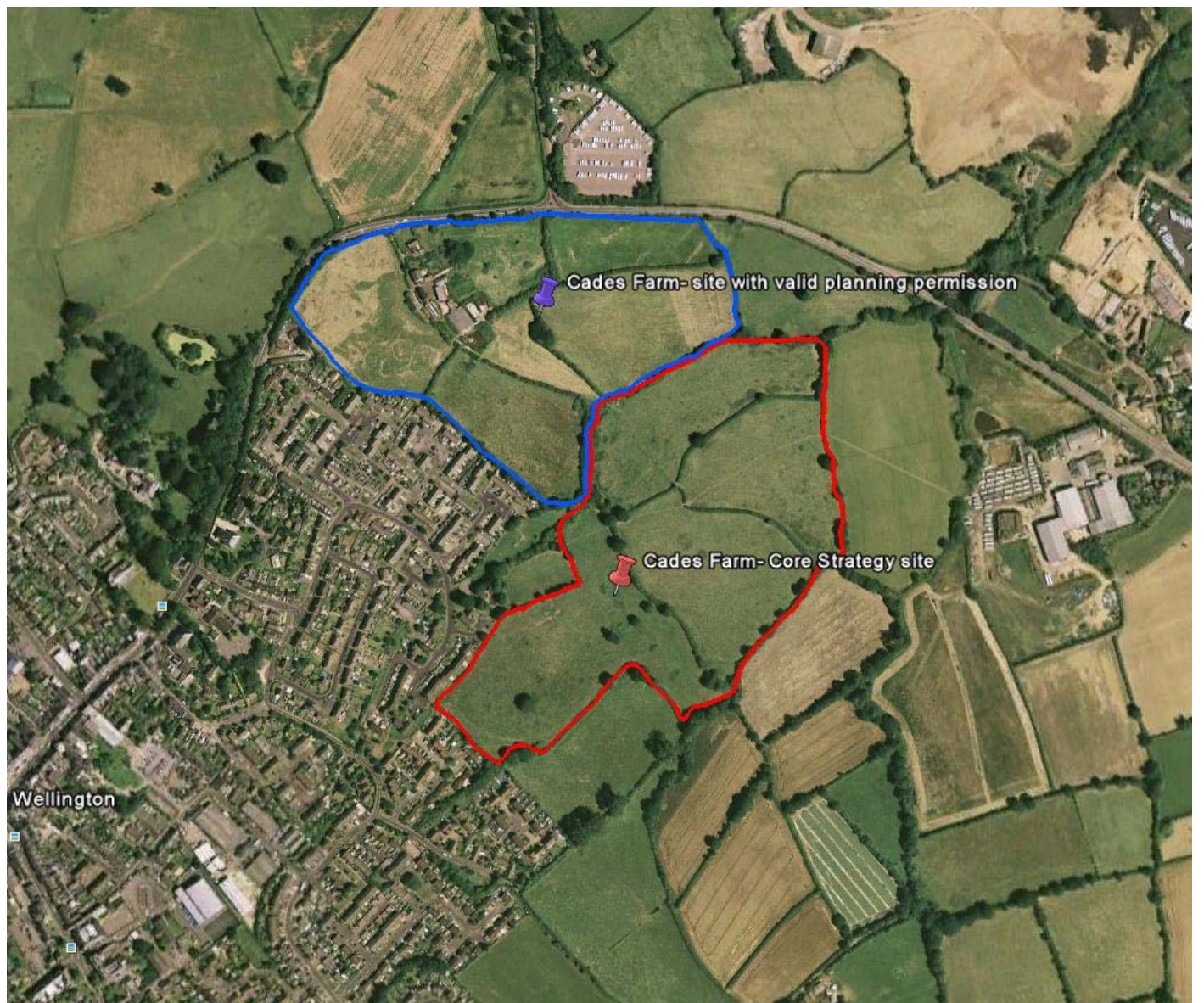
Nerrols

Monkton Heathfield

Maidenbrook Farm-current planning application

Bathpool

Crown Industrial Estate



Cades Farm-site with valid planning permission

Cades Farm-Core Strategy site

Wellington

# Taunton Deane Borough Council

## Executive - 16 June 2010

### Proposed Regeneration of part of the Halcon Estate

(namely Moorland Road, Valley Road, Beadon Road and part of Creechbarrow Road)

#### Report of the Housing Enabling Lead

(This matter is the responsibility of Executive Councillor Mrs Jean Court-Stenning)

#### 1. Executive Summary.

This is a factual report to advise Members of the current position with regard to proposals to regenerate part of the Halcon Estate. Members are asked to carefully consider the proposals to demolish the current housing and replace it with a mix of housing types, sizes and tenures. The vision is that Halcon becomes a place where people want to live and would not be disadvantaged economically, socially or in their health, by the area in which they live. The ultimate goal is that people are asking to live in the area. This report sets the background to the proposal and recommends that the scheme is taken forward as a formal Council project.

#### 2. Background

Halcon North as the area is known stands on 7.25 hectares of housing land. There are 192 houses and flats, which are mostly semi-detached brick houses, with a further 31 properties in private ownership. The mix of family homes is heavily weighted towards two bedroom accommodation. There are 96 x 2 bed houses and 28 x 2 bed flats. Very few 4 or 5 bed houses with a third sold under the Right to Buy. There are 30 x 3 bed houses for rent and 10 sold. The huge percentage of two bed houses contributes significantly to over crowding and this has an adverse social impact on the children and their health. The majority of the properties have very large gardens.

For several decades Taunton Deane Borough Council has committed significant funding for maintenance and improvement to the fabric of the houses. These works are ongoing but the age of the buildings requires ever increasing funding in order to keep pace with the rate of decline. With the delivery of Affordable Housing through developers and Section 106 sites on the decline and funding through the Homes and Communities

Agency at significant risk, the writer of this report met with Senior Officers to look for a way forward. The regeneration of Halcon has always been a vision, to make it a place that people want to live where residents are no longer disadvantaged economically, socially or in their health, because of where they live.

In the summer of 2009 an architect was asked to look at the area of Moorland, Valley, Beadon and part of Creech barrow Road as a blank canvas with the possibility of creating a new community. The community should include a mix of all tenures including local authority and housing association social rent, open market, discounted housing, shared ownership and to also include new build homebuy and rent to buy. Also a church with a new community hall, allotments, green open space available for all to use and over look. The construction should include for apprenticeships, and build and train opportunities. Amongst our aspirational list was an Anaerobic Digester which will provide all the heat and power for the community from their own waste products and waste food.

This aspirational list was put together by officers and not as a result of discussions with the residents. It is hoped that future consultations will improve and increase this list.

The architect produced a CONCEPT. The CONCEPT was not a designed plan it was what we asked for, a good indication of what could realistically fit onto the cleared site.

The Concept was used to confidentially demonstrate the possibilities of the proposals to all the political groups who unanimously supported the proposals. Later we gave a presentation to the Halcon Multi Agency Group who also vigorously supported the proposals. Soon after, two consultations were arranged for the tenants and residents of Moorland, Valley, Beadon and part of Creechbarrow Road to 'go public' with the proposals but because of 'purdah' these had to be postponed until after the General Election.

Eventually a consultation was arranged for the 12<sup>th</sup> May and held at Halcon Primary School for the tenants and residents closely affected by the proposals. Tenants and residents of every household in Moorland, Valley, Beadon and the flats in Creechbarrow Road received a personal letter of invitation (by 1<sup>st</sup> class post) to attend the consultation. This was followed up by a hand delivered 'flyer' two days before the event.

The consultation on the 12 May 2010 was very well attended by almost 120 tenants and owner occupiers. Taunton Deane officers and Two Ward Councillors also attended. After officers and members had set the scene there was a very lively question and answer session. Most of the people who expressed their feelings and asked lots of questions came to the front afterwards to discuss their particular circumstances and to show approval of the scheme. Appendix one (list of questions from the floor) There

were a couple of owner occupiers who made it quite clear that they would not move.

During the evening all those attending were encouraged to take away a 'preference of choice for future rehousing and comments sheet'. Some completed them and handed back after the meeting. Since the consultation many have been returned and their details are listed on the attached appendix Two and Three.

Further more the writer of this report has received many phone calls, mostly from people complaining that they were unable to make their views known and also were unable to ask questions themselves due to a vociferous minority. These phone calls are recorded on the attached appendix Four. The vast majority of the phone calls were supportive of the proposals and many of the callers requested an appointment either at the office or alternatively in their own home to enable them to discuss their individual situation in more detail. In fact one lady who requested an appointment in the office arrived with five of her neighbours.

The writer of this report considers that the number of residents who were motivated to attend this consultation and the resulting level of positivity, shown by residents of the area, clearly demonstrates that the proposals are something which many of the residents welcome and embrace.

A further consultation was held on the 25 May 2010 for residents of the wider area of Halcon. Posters advertised this event for residents of Inner and Outer Circle and York Road area. This again was a lively and well attended evening with the majority of attendees coming from Inner and Outer Circle. Officers, two Ward Members and the Executive Member for Housing also attended the consultation. Most of the observations and comments were centred around the effects of dust, owner occupiers not wanting to sell their homes and the affects a development might have on children with Asthma.

There were also tenants and residents from Moorland, Valley, Beadon and part of Creechbarrow Road some of whom attended for a second time in the hope of being able to gain more information or to ask questions.

### **3. Full details of the Report**

**3.01 The Vision** is that Halcon becomes a place that people want to live where residents are no longer disadvantaged economically, socially or in their health by where they live.

**3.02 The Project** is to regenerate the areas of Valley Road, Beadon Road and Moorland Road and part of Creech barrow Road by demolishing the current housing provision and replacing it with a mix of housing types. Built to high sustainability standards, Code level 5, and provide access to work places, green spaces, meeting facilities, health

facilities and other community facilities. There would be a significant increase in the number of homes provided on the space.

However, this is not just a physical regeneration project, so alongside this, the physical improvements will provide support and access to learning, job skills and healthier living standards.

### **3.03 The Rationale**

This part of Halcon features in the top 10% of the most deprived wards in the country. Although good work has been going on for many years from a range of agencies, the deprivation indices show no improvement. Housing is deemed to be a significant issue, not because of its fabric but due to the high level of small two bedroom accommodation, which is resulting in overcrowding, leading in turn to other social problems. The majority of housing is in the Council's ownership. However, it is difficult for the Council to let vacancies in this area as people, generally, simply do not wish to go there. Once there, it is the ambition of many residents to 'get out' as soon as possible. This leads to issues of transience for example within the local primary school.

Indices of deprivation in the Halcon area show:

- Halcon's teenage pregnancy rate is the highest in the borough.
- Annual household incomes are lower than the average of the Borough.
- Halcon has a higher proportion of part time workers than the Borough as a whole.
- The proportion of households in Halcon with dependant children but no working adult is 15% higher than the Borough average (12.5%).
- Halcon North falls within the most deprived 15% of wards nationally in terms of income and employment.
- Halcon has high levels of residents with no qualifications (34.4%) compared to the Borough (25.4%)
- Halcon has twice the Borough average of fixed term temporary exclusions from school, and the second highest level of Special Education needs pupils in the Borough.
- Halcon North falls within the worse 10% of wards nationally in terms of education, skills and training.
- Incidents of criminal damage are the third highest in the Borough and residents make almost twice the average number of complaints about noise.
- Halcon has the highest level of domestic violence in the Borough.
- Halcon has the highest level of Social Services referrals in the Borough.
- Halcon has a lower proportion of owner occupiers, higher levels of Council tenants and low levels of private landlord tenants

compared to the Borough.  
(source: Indices of Multiple Deprivation 2007)

(source: Indices of Multiple Deprivation 2007)

This rationale clearly demonstrates that this is the right time to deliver improvements, not only physically but for the well being of present and future residents and will go a long way towards eliminating the current deprivation of the area.

### **Project Structure**

This is not something that Taunton Deane can deliver on its own. It requires a Multi Agency approach and full involvement of the community. However, there is recognition that there will be different stages of the project and not every partner needs to be involved in all stages. It will also require some expertise that we do not currently have available within our own organisation which we will need to bring in – such as financial appraisal skills to advise the council on the financial impacts that this project might have.

#### **4. Finance Comments**

The success of this scheme will depend largely on the right level of funding. A cocktail of funding will be required. It will be necessary to investigate different ways to deliver the scheme this could be through RSLs, private developers, private funders or a mixture of these, ensuring at all times the Taunton Deane Borough Council is in the driving seat and retains control to drive the scheme forward.

It will be necessary for TDBC to cover the costs of Consultants fees for any necessary financial viability study. It is suggested that this can initially be found from within current budgets though at a later stage a bid may be required for a small amount of Housing and Planning Delivery Grant.

#### **5. Legal Comments**

None at this stage

#### **6. Links to Corporate Aims**

The proposals are linked to all four Corporate Aims which were approved in February 2010.

#### **7. Environmental and Community Safety Implications**

The proposals are at a very early stage, therefore all Environmental and Community safety implications will be looked at in detail as the proposal progress.

#### **8. Equalities Impact**



The proposals are at an early stage, therefore all Equalities issues will be looked at in detail as the proposals progress.

## **9. Risk Management**

The proposals are at an early stage, therefore Risk Management issues will be looked at in details throughout the process.

## **10. Partnership Implications**

Partnership working will be a priority throughout the whole process, this will include working with:

Taunton East Development Trust (working as the Link Partnership)  
The Multi Agency Group  
Somerset County Council

## **11. Recommendations**

Members are asked to consider the following recommendations:

1. To approve the initiation of this proposal as a formal project of the Council, taking In to account the fact that no final or binding decisions are made without further reports to Scrutiny and Executive.
2. To recognise that further consultations during the next period will be required and an ongoing close working relationship with the tenants and residents will need to be maintained.
3. To allocate financial resources, if required, for Consultancy work subject to a further report to the Executive.
4. That reports to Members are made regularly to keep them informed of progress.
5. Any decisions required are brought to the Executive.

**Contact:** Mrs. Lesley Webb  
Housing Enabling Lead  
01823 356351  
l.webb@tauntondeane.gov.uk

**List of questions from the floor.**

The older generation 50+ do not want to move it would cost us money.

We don't want lots of flats

Will we have to pay more?

I think it is a good thing as this estate already has a bad reputation  
(CLAPPING)

What benefits will the owners get?

You can have my house now if you can guarantee I can have a new one. I've been on CBL for 2 years and getting fed up.

Why are Beadon, Valley and Moorland always last?

How do Council tenants stand?

Why did you sell us the house in the first place?

How long will it take?

Where will we go?

Who is paying?

If we go for it are we guaranteed a house?

What if we can't afford it?

Need a 4 bed house been bidding but only find ones in Yeovil.

Will houses be boarded up when we all move out or relocate? This will lead to rubbish and more problems.

Will there be plenty of room, garages and gardens, not high rise.

Some will only think of the money aspect, what they get for compensation.  
Why not get rid of the ones that cause the trouble in the first place.

Where will we go?

Will maintenance still do the job?

Will we move straight away if we find a new house?  
Council has a long list for council houses so will they have to wait longer?

It's the trouble makers and they will be the same people moving back in.

Will the rents go up; this of course doesn't affect the private owners.

Mrs. L. A. Webb  
Housing Enabling Lead  
15.6.10

## Appendix 2

### Proposed Regeneration of part of the Halcon Estate

Areas of choice preferences and comments on returned sheets.

#### Areas of choice for future re-housing

1st choice	2nd choice	Return to new community	Number of bedrooms required	Special requirements
Priorswood, not Wedlands, Lyngford or Stoney Furlong	Monkton Heathfield	Yes if a reasonable size house	5 or 6	Would love a shower with 7 kids
Monkton Heathfield		N/A	3	Large garden with small garden at front with a driveway
Plymouth			2	With garden for animals
Lambrook		Maybe if I could have the house I want	5 or with dining room or 6 <sup>th</sup> bedroom	3 teenagers 5 toddlers 1 x 10 year old
Moorland Place	Creechbarrow Road	Yes	2	
Lambrook area	Priorswood not Lyngford Square	DO NOT want to return	3	
Ruishton	Would like to discuss	Would like to be able to discuss this first	4	
West Monkton. Not Holway Priorswood Galmington	Or any rural	Depends, yes	2	Garden, shower
Galmington	Holway	No	4	
Holway	Blackbrook		2 (flat)	
Eaton Crescent	Grange Drive	NO	2	Living as close to daughter as poss at Eaton

1st choice	2nd choice	Return to new community	Number of bedrooms required	Special requirements
				Crescent
		Yes	2	Shower needed as husband registered disabled
Glenthorn Ave, or Milford Area Yeovil	Abby Manor area Yeovil	NO	3 - 4	
		Yes	2 bed flat	Need shower as have had a back op
Holway Area	Galmington Area or Monkton Heathfield	NO	3	
Monkton Heathfield	Creech St Michael	NO	4/5	
Halcon		YES	4	
Upper Holway	Norton Fitzwarren	NO	3	Driveway. Secure garden
Holway	Taunton outskirts, Monkton Heathfield etc.	Would think about it if I could see the plans for the house first	4 to 5	Big garden for kids and dogs. Enough bed rooms for all the kids and to be fairly big size rooms
		Will consider	Like 3 current in 2	
Newton Road area	Priorswood	NO	3	
Monkton Heathfield	Priorswood	Maybe	2 or 3	Garden
Staplegrove	Holway		2	Garden to grow own produce

## Appendix 3

### Comments taken from returned sheets: (recorded as written)

1. I think it is a good idea to knock these houses down as mine is falling apart anyway.
2. 10 years as a family we have lived at no 25. Not a care or thought to how families would feel. PLEASE if possible, could we have our neighbour and dear friend of 23 to live next door to us again.
3. I wish it was happening now as I need to move back to Plymouth ASAP. Other than that I don't have a problem with any of the proposals.
4. I need a bigger house anyway so I think it would only make the estate better if it is made new.
5. I feel that it is a good idea in principle but with more green space will become drink and drug users paradise. Would need a small garden and for better policing. I am happy with my property but something needs to be done about ANTI SOCIAL BEHAVIOR. Need to be close to ASDA for work reasons early start and no transport.
6. We need a fair sized garden because we have a fish pond, you can move us out whenever (there are two houses empty in Crossways we would consider these if they are three bed).
7. I would like to discuss comments etc with you personally. As I am under the doctor and Fountain House. As I haven't left my house in 17 months, I have anxiety and depression. THE SOONER WE ARE OUT OF THESE 'HOVELS' THE BETTER.
8. I think it's a good idea this area really needs it.
9. I am very much for the redevelopment scheme.
10. I would like to walk down a street without being scared to walk around.
11. There is a property next door to my daughter at 137 Eaton Crescent which is managed by Sanctuary Housing, the tenant is aware of our interest in the property and will be vacating it at the end of October 2010 this would be perfect for me.
12. We found the meeting very helpful but would benefit from a home visit - We would like to come back to a flat preferably near as we can to our present one, also I have a sister who lives in the next block – we need to be either very near or in the same block when the moves happen as she relies on me as she suffers depression and also when we move back.

13. I believe this would be a great idea for the Halcon area, things need to change for the better of the community.
14. I live at Creechbarrow Road and need assurance that I could move into a block by my sister who also lives in Creechbarrow Road as I suffer severe depression and rely on my sisters support since my husband passed away. I would be lost without her support. If we could we would like to be in the same block.
15. My wife and I are happy to move and let this happen to the area.
16. That is the only area I will go to as my children will be in very important years of Heathfield School. I also have a 87 year old gran there. I do hope this does go ahead as it is a good thing.
17. I myself have lived in Halcon for 17 years I think the plans are a good idea for Halcon and many people will benefit from good changes. I am with the plans as long as promises are kept by the Council (ie compensated and re housed in to new community in writing).
18. I bought this house two and a half years ago, I live with my wife and a 9 years old boy. We chose to come here due to well built and well decorated house. Well fitted working and spacious rooms. Specially the garden is very big. We developed our garden. We have built ponds and keep small poultry for eggs. I was not prepared to hear such a proposal.
19. I would like to go to Holway as my son go's to school there, but he'll also be going to big school next year which is why I put down Monkton Heathfield as that will be where he'll go. Also my partner has 3 girls from a previous marriage who come and stay at weekends and half the school holidays. My 19 year old would also have to be housed as he is currently bidding and has been for a year.
20. I need more information if possible one on one presentation kind thing estate meeting too mixed up.
21. As our house is subsiding and we haven't been able to decorate hall, stairs and landing for years we would be very happy to move. I have been growing my own veg for a few years so would want a garden big enough to continue and for grand children. Thank you.

## Appendix 4

### Telephone call comments:

1. Request for meeting in office with tenant.
2. Call from local police officer requesting more details of future meetings.
3. Call to discuss details further.
4. Call to discuss owner occupied property.
5. Wanted to know if they do an exchange will they both receive compensation.
6. Requested meeting in office.
7. Requested meeting in office with some neighbours.
8. Rang to talk through proposals.
9. Wanted to know if money available if they move now.
10. Call to discuss further.
11. Call to set up meeting.
12. Call to discuss further.
13. Call to discuss personal circumstances.
14. Call to request map of council accommodation in Taunton.
15. Call to discuss moving with sister.
16. Call for general discussion.
17. Call to discuss personal circumstances.

Lesley Webb  
Housing Enabling Lead  
15 June 2010



# Taunton Deane Borough Council

## Executive – 16 June 2010

### Treasury Management Outturn 2009/10 and 2010/11 Update

#### Report of the Strategic Finance Officer

(This matter is the responsibility of Executive Councillor Hall)

#### 1. Executive Summary

- Interest received was £173k of which £138k was allocated to the General Fund
- Interest rates remain at an all time low
- Investment activities remain restricted due to the current economic climate

#### 2. Background

- 2.1 The purpose of this report is to update the Executive on the outturn position for treasury management activities for 2009/10, and the current position to date for the financial year 2010/11 on treasury management issues

#### 3. External Debt

- 3.1 The Analysis of debt for the year ending 31st March 2010 is as follows:

	£'000
Total debt outstanding 1.4.2009	15,000
Short term loans repaid during year	(6,000)
New loans taken out during year	6,000
<b>Total debt outstanding 31.3.2010</b>	<b>15,000</b>

- 3.2 Analysis of the Councils' Loan Debt: -

31 <sup>st</sup> March 2009 £'000		31 <sup>st</sup> March 2010 £'000
6,000	Public Works Loan Board (PWLB)	6,000
3,000	Barclays Bank	3,000
0	SCC Annuity Loans	0
0	Parish Council / Local Trust Loans	0
6,000	Variable Rate PWLB ( 1 year)	6,000
<b>15,000</b>		<b>15,000</b>

#### 4. Interest Rates

- 4.1 The Bank of England maintained the low rate of 0.5% during 2009/10. This has been to aid stability to the economy during the period of recession. The level of interest rates and the associated impact on Money Market Rates is shown in Appendix C.

#### 5. Borrowing Transactions

- 5.1 A short-term £6m borrowing from the PWLB fell payable in November 2009 and was replaced with one year variable rate borrowing from the PWLB.
- 5.2 The average consolidated rate of interest on the total portfolio for 2009/10 was 4.27% (5.01% in 2008/09).

#### 6. Investment Transactions

- 6.1 Temporary surpluses in cash flow, as well as cash reserves, can be invested for periods of up to 2 years. By this, the Council can use these investment returns to reduce the cost of services to the taxpayer. The level of investments outstanding at 31/03/10 was £8.6m (£5.3m in 2009):

<b>31<sup>st</sup> March 2009 £'000</b>		<b>31<sup>st</sup> March 2010 £'000</b>
0	Long Term Investments	0
5,300	Short Term Investments	8,600
<b>5,300</b>		<b>8,600</b>

The detail of these investments can be found in Appendix A.

- 6.2 The average range of interest rates achieved when investing surplus funds during 2009/10 was 0.25% - 6.38% (0.6% - 6.38% 2008/09), again demonstrated by the Money Market Rates in Appendix C.
- 6.3 Interest earned on these investments amounted to £173k (£914k in 2008/09) of which approximately £138k (£735k in 2008/09) was allocated to the General Fund, and the balance to the HRA.
- 6.4 Credit criteria, counterparty risk and selection: The Council's investment activities remained restricted during 2009/10. The Council continued to apply a higher minimum credit criteria (in the double-A category at the very least) for its investments. In doing so, the Council demonstrated its adherence to the overriding principles of security and liquidity which are the cornerstone of its investment policy and objective. The Council accepted the diminution in investment return from investing with highly rated counterparties as an acceptable risk-reward trade-off.

## **7. Prudential Indicators**

- 7.1 At the time of reporting full prudential indicators for 2009/10 are still being calculated as part of the Closedown process and will be reported to the Executive at the next available meeting.

## **THE CURRENT YEAR**

### **8. Outlook for Interest Rates**

- 8.1 Our treasury advisors central forecast currently is that interest rates will slowly rise towards the end of this calendar year, although the impact of the emergency budget, which will be announced on 22<sup>nd</sup> June 2010 is an unknown factor and there is a risk that this forecast is likely to change.
- 8.2 Six months on from the emergence from the recession confidence remains low. In this current financial climate our treasury advisors are still counselling caution and the central plank of our current lending policy is to ensure the liquidity and preservation of principal. Consequently, we are not assuming returns in excess of current budget at this time. This will be reviewed quarterly.

### **9. Borrowing Strategy**

- 9.1 It is not envisaged that any additional borrowing will be undertaken during 2010/11 other than the potential replacement of the short-term variable rate PWLB loan.

### **10. Public Works Loan Board**

- 10.1 The short term variable rate loan of £6m will be repaid to the PWLB in November 2010.

### **11. Investment Transactions**

- 11.1 As at 3rd June 2010 sums totalling £19m were invested as set out in Appendix B.
- 11.2 The average rate of interest achieved when investing surplus funds during 2010/11 to date ranges from 0.75% - 1.85%.

### **12. Legal Comments**

Not applicable to this report

**13. Links to Corporate Aims**

The Treasury Management and Investment Strategy supports the delivery of the Corporate Aims.

**14. Environmental and Community Safety Implications**

Not applicable to this report

**15. Equalities Impact**

Not applicable to this report

**16. Risk Management**

This is set out in the Treasury Management and Investment Strategy and outlined in this report.

**17. Partnership Implications**

17.1 Southwest One continue to provide Treasury Management function for Taunton Deane as part of the finance service delivered through the contract. They achieved the Performance Indicator targets for both Preservation of Investment Capital and Return on Investments during 2009/10.

**18. Recommendations**

The Executive is requested to note the treasury management outturn for 2009/10, and the position to date for 2010/11.

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**Appendix A**

**Investments Outstanding At 31<sup>st</sup> March 2010 (In Maturity Order)**

<b>Borrower</b>	<b>Amount £</b>	<b>Rate of Interest %</b>	<b>Date of Investment</b>	<b>Date of Maturity</b>
Nationwide BS	2,000,000	1.22	03/12/09	03/12/10
Lloyds	1,000,000	1.82	15/12/09	15/12/10
Barclays	1,000,000	1.45	05/01/10	05/01/11
Lloyds	1,000,000	1.82	26/02/10	28/02/11
Abbey National Business Reserve	1,600,000	Variable	N/A	On Demand
Royal Bank of Scotland Business Reserve	2,000,000	Variable	N/A	On Demand
<b>TOTAL</b>	<b>8,600,000</b>			

**Appendix B**

**Investments Outstanding At 3rd June 2010 (In Maturity Order)**

<b>Borrower</b>	<b>Amount £</b>	<b>Rate of Interest %</b>	<b>Date of Investment</b>	<b>Date of Maturity</b>
Nationwide	2,000,000	1.22	03/12/09	03/12/10
Lloyds	1,000,000	1.82	15/12/09	15/12/10
Barclays	1,000,000	1.45	05/01/10	05/01/11
Lloyds	1,000,000	1.82	26/02/10	28/02/11
Barclays	2,500,000	1.34	01/04/10	01/04/11
Lloyds	1,500,000	1.85	01/04/10	01/04/11
Nationwide	1,000,000	1.25	12/04/10	12/04/11
Royal Bank of Scotland call account	3,000,000	0.75	15/04/10	On Demand
Abbey National Business Reserve	2,000,000	variable	N/A	On Demand
Royal Bank of Scotland Business Reserve	2,000,000	variable	N/A	On Demand
Standard Life Business Reserve Account	2,000,000	variable	N/A	On Demand
<b>TOTAL</b>	<b>19,000,000</b>			

## Appendix C

### Bank Rate, Money Market Rates

Source: Bloomberg

Date	Bank Rate %	7 -day LIBID %	1-month LIBID %	3-month LIBID %	6-month LIBID%	12-month LIBID %	2yr swap Bid %	3yr swap Bid %	5yr swap Bid %
01/04/2009	0.500	0.500	0.800	1.400	1.800	1.820	1.973	2.361	2.954
30/04/2009	0.500	0.350	0.600	1.200	1.600	1.700	2.010	2.440	2.998
31/05/2009	0.500	0.350	0.450	1.050	1.250	1.600	1.890	2.498	3.243
30/06/2009	0.500	0.400	0.600	0.950	1.200	1.600	2.277	2.959	3.650
31/07/2009	0.500	0.400	0.500	0.900	1.200	1.300	2.133	2.873	3.603
31/08/2009	0.500	0.350	0.400	0.450	0.700	1.000	1.915	2.595	3.310
30/09/2009	0.500	0.460	0.350	0.520	0.500	0.850	1.805	2.485	3.210
31/10/2009	0.500	0.460	0.370	0.550	0.840	1.000	1.878	2.520	3.208
30/11/2009	0.500	0.350	0.370	0.450	0.650	1.050	1.727	2.315	3.009
31/12/2009	0.500	0.350	0.370	0.450	0.650	1.200	1.986	2.630	3.363
31/01/2010	0.500	0.350	0.370	0.450	0.700	1.100	1.693	2.298	3.063
28/02/2010	0.500	0.350	0.420	0.500	0.800	1.240	1.525	2.078	2.878
31/03/2010	0.500	0.250	0.420	0.510	0.810	1.260	1.520	2.050	2.808
Minimum	<b>0.500</b>	0.2500	0.3500	0.4500	0.5000	0.8500	1.5200	2.0495	2.8075
<b>Average</b>	<b>0.500</b>	<b>0.3785</b>	<b>0.4631</b>	<b>0.7215</b>	<b>0.9769</b>	<b>1.2862</b>	<b>1.8715</b>	<b>2.4692</b>	<b>3.1764</b>
Maximum	0.500	0.5000	0.8000	1.4000	1.8000	1.8200	2.2770	2.9590	3.6500
Spread	0.500	0.2500	0.4500	0.9500	1.3000	0.9700	0.7570	0.9095	0.8425

*Please note that the minimum, maximum and average rates/yields are those daily rates/yields during the year.*

# Taunton Deane Borough Council

## Executive – 16 June 2010

### Climate Change – Revenue Contribution to Capital

#### Report of Kevin Toller, Strategic Director

(This matter is the responsibility of Executive Councillor Ken Hayward)

#### 1. Executive Summary

The Executive is recommended to request Full Council to authorise a Revenue Contribution to Capital of £55,000 to enable the funding of replacement gas boilers at The Deane House, in line with the Council's agreed Carbon Reduction Plan.

#### 2. Background

- 2.1 In April 2010 the Executive approved the Council's Carbon Reduction Plan which in this year is aimed at delivering on the 10:10 challenge.
- 2.2 The Carbon Reduction Plan includes the replacement of the old gas fired boilers at The Deane House with more modern, high efficiency gas boilers.
- 2.3 The funding for the replacement boilers (and associated zoning of the heating system) is available within the existing climate change revenue budget.
- 2.4 The boiler replacement is, however, a capital project.
- 2.5 Full Council will need to authorise the transfer of funding from revenue to capital.
- 2.6 The Executive is asked to recommend Full Council to authorise the transfer of £55,000 from the existing revenue budget to capital for this purpose.

#### 3. Finance Comments

**4. Legal Comments**

None

**5. Links to Corporate Aims**

This decision has a direct link to Aim 4: Climate Change, and in particular Objective 8 – meeting the 10:10 Challenge.

**6. Environmental and Community Safety Implications**

Replacement of the boilers will reduce the Council's carbon footprint.

**7. Equalities Impact**

There are no equalities issues.

**8. Risk Management**

The procurement project will be risk managed in the normal way.

**9. Partnership Implications**

None

**10. Recommendations**

The Executive is recommended to request Full Council to authorise a Revenue Contribution to Capital of £55,000 to enable the funding of replacement gas boilers at The Deane House, in line with the Council's agreed Carbon Reduction Plan.

**Contact:** Kevin Toller    01823 356406  
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# Taunton Deane Borough Council

**Executive – 16 June 2010**

## **Asset Management Plan**

**Report of the Acting Divisional Manager Strategy and Planning Property and Facilities Management, Southwest One – Trevor Miles**

(This matter is the responsibility of Executive Councillor Norman Cavill)

### **1. Executive Summary**

This report presents the Council's Asset Management Plan which is a strategic plan to assist Members and Officers in giving consideration to land and property in support of the Council's key priorities.

### **2. Background**

The Council is required to have an Asset Management Plan setting-out how it intends to manage its major assets. The plan enables it to take a strategic view in decision making on its assets base to further the Council's policy and service delivery objectives. It is designed to encourage efficient use of assets and the capital tied-up in them.

The council has 284 property assets in its operational and non-operational portfolios; these are valued for balance sheet purposes at £64m. Additionally there are a further 6,078 dwellings and 1,496 garages held separately in the Housing Revenue Account.

### **3. (Full details of the Report)**

Please see Appendix 1 Asset Management Plan 2010 -20113 V9

### **4. Finance Comments**

Non Applicable in this report

**5. Legal Comments**

Non Applicable in this report

**6. Links to Corporate Aims** (Please refer to the current edition of the Corporate Strategy)

The Asset Management Plan assists Members and Officers in giving consideration to land and property in support of the Councils key priorities

**7. Environmental and Community Safety Implications** (if appropriate, such as Climate Change or measures to combat anti-social behaviour)

Efficient use of the property portfolio is a key driver to minimise the Council's carbon footprint and the plan is designed facilitate this, whilst supporting sustainable building design, construction and management.

**8. Equalities Impact** (An Equalities Impact Assessment should be carried out in respect of:-

- New initiatives/projects with an impact on staff, service or non-service users;
- New services/changes to the way services are delivered;
- New or refreshed Strategies;
- Events – Consultation/Training; and
- Financial/budget decisions.

A summary of the results should be entered here with the assessment attached to the report as an appendix

Non applicable in this report

**9. Risk Management** (if appropriate, such as reputational and health and safety risks. If the item the subject of the report has been included in a Service Plan, the result of the risk assessment undertaken when the plan was prepared should be entered here.

Non Applicable in this report

**10. Partnership Implications** (if any)

Non Applicable in this report

## 11. Recommendations

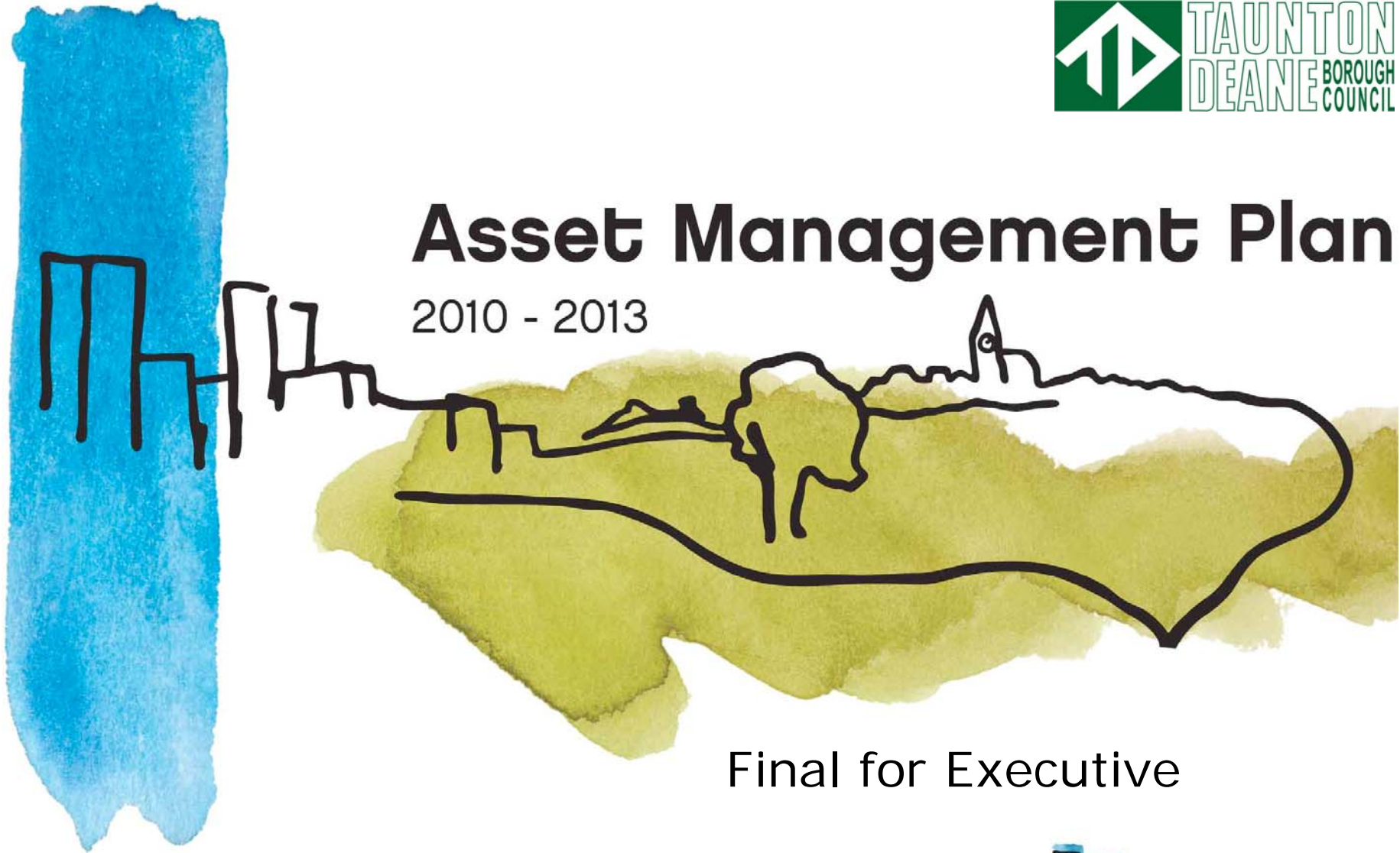
It is recommended that the Executive adopt the Asset Management Plan as the strategic plan to assist Members and Officers in giving consideration to land and property in support of the Councils key priorities

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# Asset Management Plan

2010 - 2013



Final for Executive

Version: 9  
Author: Trevor Miles  
Date created: 28 May 2010

# Document History

## Document Location

The source of the document will be found on: C:/data/powerpoint/SWO/TDBC/AMP2010

## Revision History

Version	Date	Author	Description
0	9 November 2009	Trevor Miles	Started drafting
1	21 November 2009	Trevor Miles	Incorporated material from Bruton Knowles 2008 work
2	19 January 2010	Trevor Miles	Added Strategic Director's comments
3	29 January 2010	Trevor Miles	Updating of Sections B, C & D
4	11 February 2010	Trevor Miles	Tidied draft for CMT review
5	16 February 2010	Trevor Miles	Updated following CMT review
6	25 February 2010	Trevor Miles	Updated following Portfolio Holder / AMG review
7	12 April 2010	Trevor Miles	Updated following Portfolio Holder / AMG review
8	7 May 2010	Martin Daley / Trevor Miles	Updated to include Housing Landlord Service material and finalisation of charts and Appendices
9	28 May 2010	Trevor Miles	Updated following Scrutiny Committee and to include value of HRA assets

# Document History Approvals

## Reviewers:

Name and Title	Date
B Cleere, K Toller, J Wishlade – Strategic Directors, comments on key sections	16 December 2009
K Pennyfather, Adrian Priest – Divisional Manager (Estates) , Asset Holdings Manager	5 January 2010
Mark Halligan – Head of Property & FM	10 February 210

## Approvals: This document requires the following approvals

Name	Title	Date
CMT		15 February 2010
F Smith, N Cavill (via Asset Mgt Group)	Portfolio Holder, Shadow Portfolio Holder	8 April 2010
Scrutiny Committee		20 May 2010
Executive		

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Introduction

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National Context

The Property Portfolio

Project Taunton

Sharing Property Asset use

## Section C: Asset Plan

Introduction and Vision

Policies to support the vision

Procedure to support the vision

Proposed Projects (Asset Management Work to undertake)

## Section D: Asset Management Organisation and AMP Development

The process for constructing the AMP

Roles and responsibilities for asset management

## Appendices

A. General Fund Property Asset List

B. Properties disposals

C. Properties acquired

D. Properties

improved/erected/change of use

E. Condition of property – to include once condition surveys done

F. Maintenance profile – to include once condition surveys are done

G. Asset Management Actions Update

H. Template for Property Reviews



# Section A: Summary



Version:  
Author: Trevor Miles  
Date created: 28 May 2010

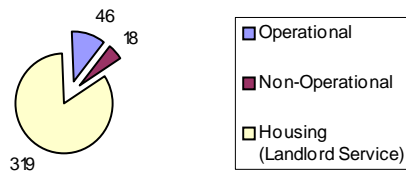


Classification:  
Unclassified

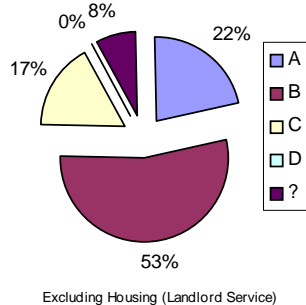
# Executive Summary

## Where are we now?

Property: Fixed Asset Value £m (31/3/10)



Condition Grade (% of Buildings)



Have Project  
**Taunton**

## What is our vision?

### Corporate Plan

- Tackling Deprivation
- Economic Regeneration
- Affordable Housing
- Climate Change

An **operational estate** which is of the right size, location, configuration and condition for the efficient delivery of council services in a sustainable manner.

- A **non operational estate** which is:
- Revenue producing for the council
  - Contributes to corporate strategy
  - Provides community space
  - Managed as an investment

**Housing assets** – see p.25

**Taunton**  
Future Perfect

## How to get there?

### Build Capacity

- Improved property policies
- Procedural change
- Property review training
- Improve link with Project Taunton

### Key Initiatives

- Updated condition surveys
- Updated maintenance plan
- Improved budget codes
- Benchmarking returns

### Key Property Specific Initiatives

- DH** Short and Long term planning
- DLO** Property review/option analysis
- More property reviews...

# Section B: Introduction



Version: 9  
Author: Trevor Miles  
Date created: 28 May 2010

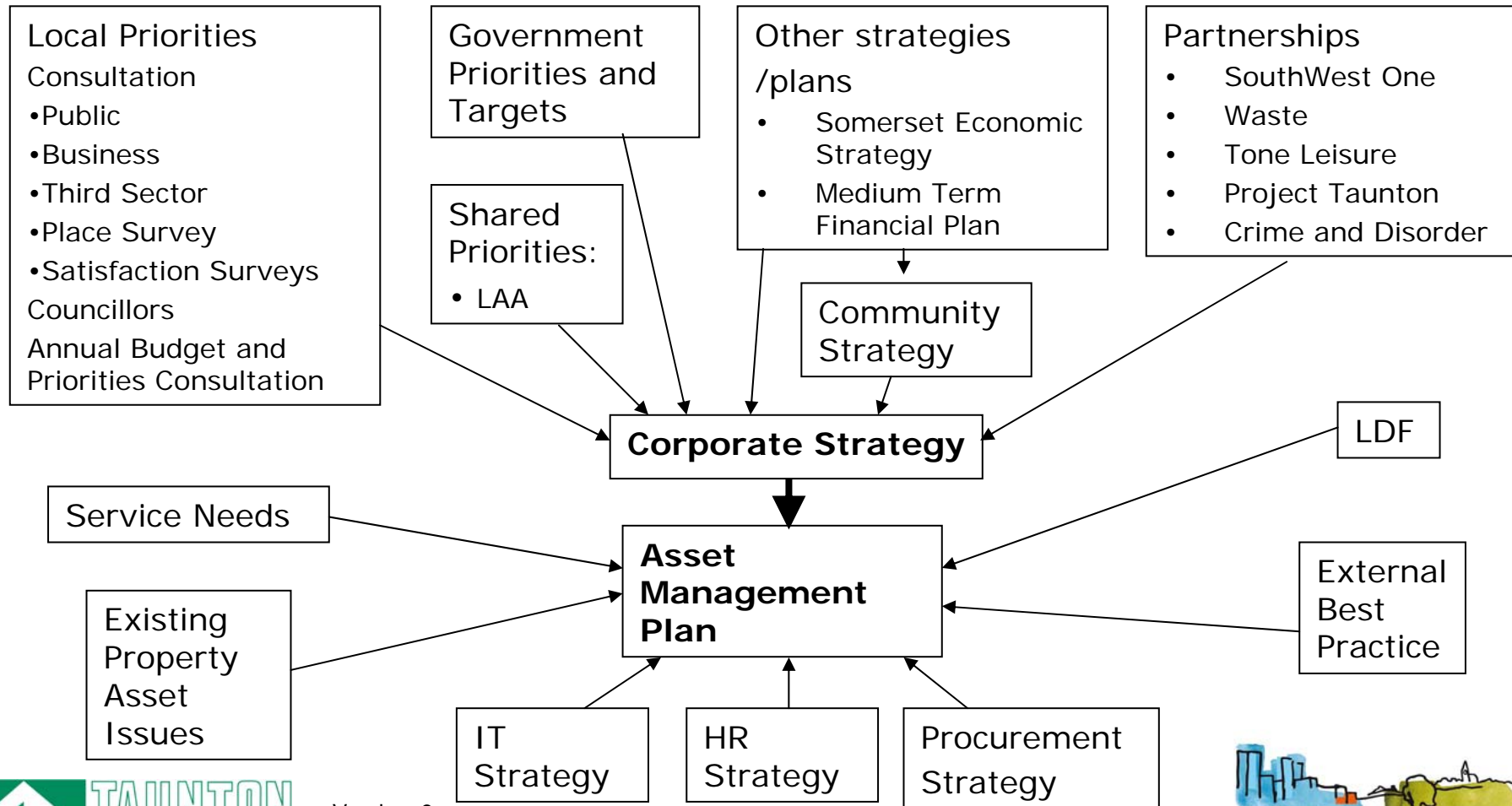
Classification:  
Unclassified



# Introduction

- The AMP is the Council's corporate statement about how it will use its property asset resources to contribute to fulfilling its corporate priorities. These include operational property, community assets and non-operational property (including the economic development portfolio); all of which need to be planned and managed in an effective way.
- It has been written to support the new Corporate Strategy and to integrate with the Medium Term Financial Plan. A wide range of other influences have also been recognised as described later.
- The AMP is a strategic document designed to assist both Members and Officers when giving consideration to land and property in support of the delivery of the Council's key priorities. It will be used to influence decisions on the size and make-up of the portfolio and to co-ordinate the decisions about its management and maintenance.
- Property assets are expensive in terms of the capital tied-up in them (which could be redirected for other purposes) and the revenue spent to maintain them. They therefore need to be carefully managed over their life to ensure best value in terms of utilisation, maintenance and income generation.
- It is the Council's intention to review the AMP regularly (with annual updates) so that the assets can continue to support evolving corporate priorities. This process will be monitored via the Property Asset Management Group.
- For the first time the Council has included the Housing Portfolio within the Asset management Plan.
- To set the context for the AMP we provide and an overview of the Strategic context, followed by an overview of the Property Portfolio, Project Taunton and other relevant context.

# Asset Management Plan Context



# Organisational Objectives – Corporate Plan

- The Council is re-focussing its 2010-13 Corporate Plan on four priority outcomes which can be briefly summarised as follows:
  1. Tackling Deprivation and Sustainable Community Development
    - Focusing on deprivation in Taunton East, Taunton North and Rural Deprivation
    - Working with partners to address skills and employment opportunities
  2. Regeneration
    - Facilitate creation of a green knowledge economy to enable growth
    - Provision of new homes and infrastructure to support growth
  3. Affordable Housing
    - Explore options and identify the key actions that will improve the Council's ability to increase the number of affordable houses in the Borough
    - Improve conditions in the existing private sector and social housing stock where this will make living more affordable
  4. Climate Change
    - Meet the 10:10 challenge by reducing the Council's carbon emissions by 10% and produce an action plan for Council Buildings
    - Work with the LSP and local community to produce a 'Community energy descent plan' to reduce individual carbon emissions

# Organisational Objectives – Other Comments

## General comments

Objectives and action plans for the Corporate Plan are being developed for each area, these will be at a high level initially, with more detail to follow for 2011/12.

It is also worth noting that with local elections in May 2011 there is a risk that there may be some changes in priorities subsequently depending on the outcome of the voting.

## Core Council Review

The Core Council review has introduced thematic working and led to an overall reduction on full time headcount of 39 staff. The former implies a need to support more flexible layouts within corporate office buildings and the latter a marginally lower requirement for office space.

The DLO review has recommended a move towards a 'just in time' approach of stores provision which, if implemented, will mean that the stores warehouse will become surplus to requirements.

# The Financial Context

The financial context is largely provided by the Medium Term Financial Plan (MTFP). This is a rolling annual plan which is updated on an ongoing basis. It is normal for there to be a revenue shortfall identified within the plan, which the Council has to determine how to close. In 2009/10 the funding gap is being closed by the Core Council review savings along with other savings and increasing fees and charges.

The current profile in the next two years is as follows:

- 2010/2011 – the budget has been balanced
- 2011/2012 – the shortfall is expected to rise to circa £1.5m+ due to car park closures associated with the project Taunton redevelopment and assumptions on lower levels of government funding

However this position may change when the Government announces its funding for the three years commencing 2011.

The plan assumes no capital grants or receipts (other than those associated with Project Taunton).

As a result of the MTFP it is important that the council identifies further cost savings and potential income generation opportunities.

The Housing Revenue Account, which is ring-fenced for the Landlord Service, had a working balance of £1.8m at the beginning of 2010/11. This working balance is held in reserve against future asset liabilities.



## Other Agency and 3rd Sector Context

The Council also works in partnership with other agencies and partners which impact on the AMP, including:

### Local:

- Taunton Local Strategic Partnership – this includes the County, Police, Fire Service, Local Primary Care Trust, Chamber of Commerce, CAB and a variety of other partners aimed at making local services more efficient in partnership
- Somerset Strategic Partnership – this is the County wide version of the LSP and includes more than 20 partners of which TDBC is one.
- Somerset Local Area Agreement – this county plan is structured is around 6 aims including sustainability and economic well being and covers the period 2008-11.

- Project Taunton – this urban regeneration partnership impacts on a number of TDBC property assets and is significant in asset management terms. It is described further at the end of the this section.
- Southwest One – provide property and facilities management services for the Council, County Council and Avon and Somerset Police as well as a wide range of other services including HR, ICT, Procurement
- Tone Leisure is a Leisure Trust which manages and operates TDBC's swimming pools and sport's centres. Their mission is to achieve "More people, more active, more often"

# National Context

## National Initiatives with relevance to the AMP:

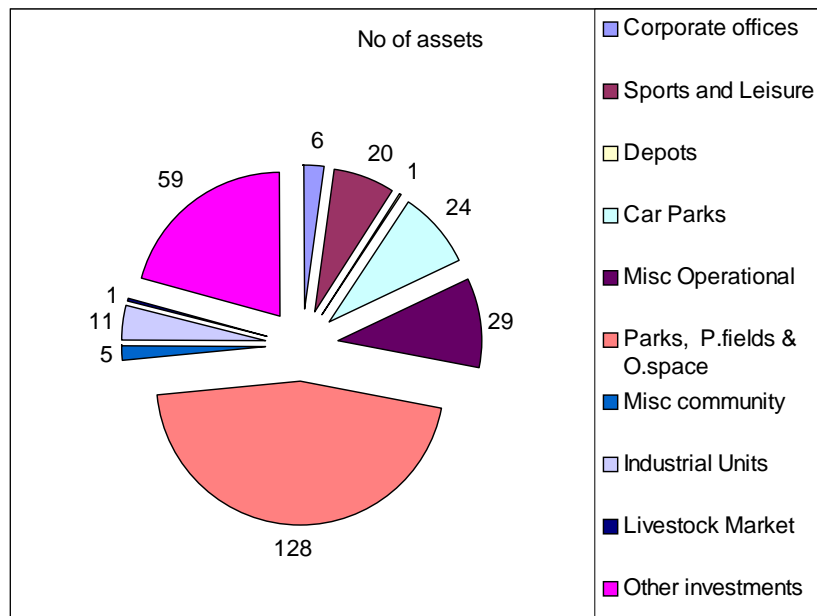
- Establishment of the Government Central Property Function headed by Vice Admiral Tim Laurence following the Operational Efficiency Programme report (referenced opposite) to drive cross public sector property efficiency programmes
- Total Place Initiative – Focussing on aligning all public budgets in an area and providing a further impetus for locality Based Service Delivery and asset sharing initiatives
- Expected national spending reductions and budgetary pressures following the May 2010 elections

## Recent reports on Asset Management:

- Building on Strong Foundations (DCLG February 2008) A recommended framework for Public Sector Asset Management
- Public Sector Asset Management Guidelines (RICS Jan 2009) A best practice guide
- Operational Efficiency Programme (OEP) Report (OGC April 2009) Challenges the efficiency of public sector property use. Includes the creation of a central coordinating function for public sector property urging greater asset sharing.
- Room for Improvement (Audit Commission Report June 2009) Emphasised the need for Councils to improve the efficiency with which the use property assets in the worsening economic climate.

# Property Portfolio Overview

- The Council has 284 property assets comprising land and buildings or bare land (excluding Housing assets).



- Additionally there are 6,078 dwellings and 1,496 garages in the Housing Revenue Account.

- Operational properties:** These are occupied directly by the Council for its administrative functions or for the delivery of services to the public, or are properties owned to facilitate the provision of services to the public; and
- Non-operational properties:** Land and property owned by the Council for the purposes of producing investment income, improvement of the District or the proper planning of the area. Control over the use of the land is thus retained and where possible lettings are secured on commercial terms to produce an income return.
- Housing Revenue account properties:** Land and buildings held to discharge the Council's housing responsibilities.

# The Property Portfolio

A breakdown of the two non-housing portfolios by type, number and value is shown below:

Grouping	Category	No of assets	% (No)	Fixed Asset Value (31/3/10)	% (Value)
Operational	Corporate offices	6	2	6,559,500	10
	Depots	1	0	948,000	1
	Sports and Leisure	20	7	20,320,000	32
	Car Parks	24	8	12,300,000	19
	Misc Operational	29	10	5,549,000	9
Non-Operational	Parks, P.fields & O.space	128	45	Historic Cost	
	Misc community	5	2	Historic Cost	
	Industrial Units	11	4	1,183,000	2
	Livestock Market	1	0	7,300,000	11
	Other investments	59	21	9,739,500	15
<b>Totals</b>		<b>284</b>	<b>100</b>	<b>63,899,000</b>	<b>100</b>

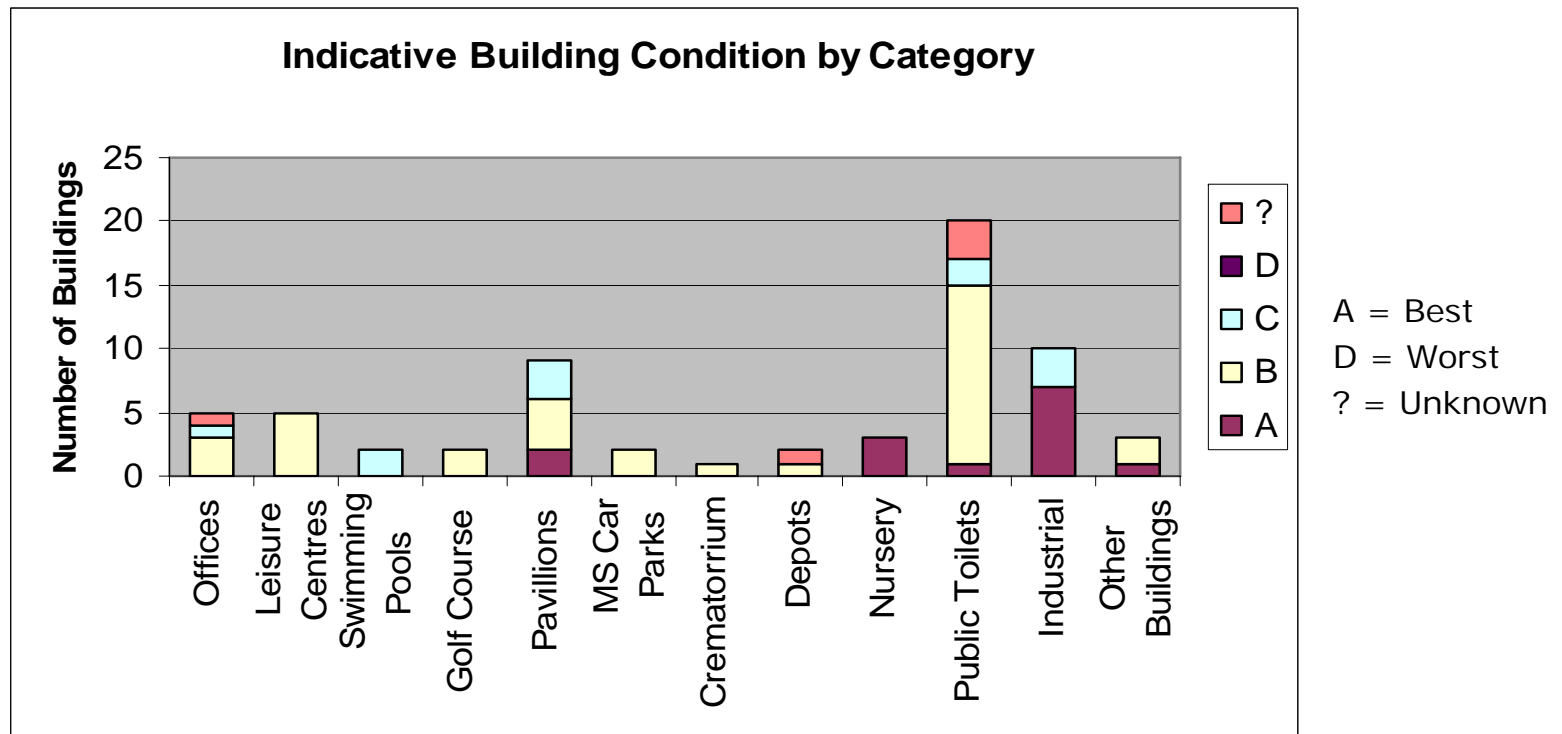
The Housing Revenue Account Properties are valued at £318.8m.

It should be noted that owing to accounting regulations the fixed Asset Values are not Market Values. Additionally open space and community assets are held at historic cost. Hence the actual value of the assets if sold could be lower or higher depending on the asset question. We intend to begin to introduce Market valuations during the period of this plan to provide a better indication of the opportunity cost of the assets. This will be dependent on being able to produce these within available resources.

A schedule of the non housing property assets is provided in Appendix A.

# Condition Summary

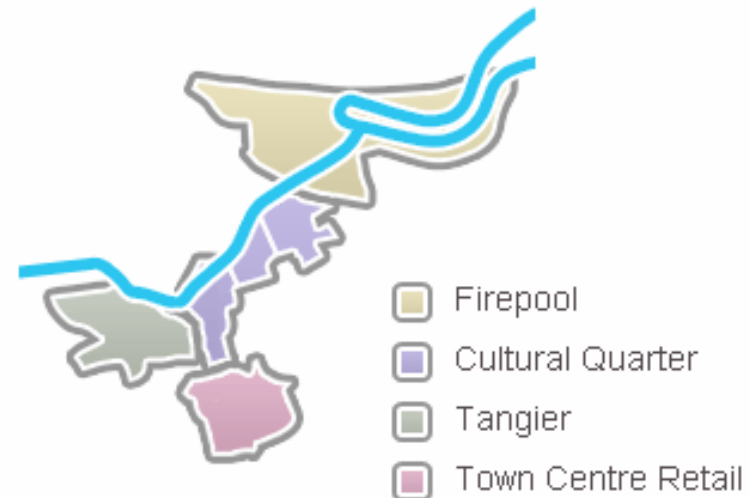
The indicative condition of the building assets based on our current knowledge (to be updated by forthcoming condition surveys) is shown below.



All the Council owned homes in the Housing Revenue Account (which are not included above) meet and will be maintained at the Decent Homes Standard.

# Project Taunton

- **Project Taunton** is the main vehicle for urban regeneration within Taunton. It is a partnership between TDBC, Somerset County Council, South West Regional Development Agency and the Environment Agency.
- The vision for Project Taunton involves the redevelopment of 47 hectares of town centre land at Firepool, a new cultural quarter, Tangier, at the southern end of the High Street and alongside the River Tone.



courtesy of altcom.co.uk

## assets affected

Many of the council's principle assets are included within the project for redevelopment as shown:

Site	Main TDBC Properties Included	Estimated date possession required pending redevelopment
Firepool	Former Cattle Market Priory Bridge Road Car Park	Now/Q2 2010
Longrun Meadow	Longrun Farm	Now
Cultural Quarter	Castle Green and car park Coal Orchard car park Tangier 1 and 2 Enfield car park Castle Street car park Former TYCC site	Q2 2010 2011 2011 2013 2013 2011
High Street/Upper High Street	Paul Street Multi Storey car parks The Crescent car park Taunton Library	2013 2013 2013

## Planned Outcomes

Planned outcomes include:

- 2,200 new townhouses and apartments
- 80,000 square metres of new employment space
- 50,000 square metres of new retail and leisure facilities
- 2,200 public parking spaces
- 150 bed hotel
- New library
- Extended, refurbished cricket ground that can host one-day test matches
- A new bus station and improved bus/rail interchange
- A refurbished and extended theatre
- New healthcare facilities
- A new and improved transport infrastructure (two new road links crossing the river)
- Four new pedestrian and cycle bridges
- A network of cycle routes
- Over 2 km of enhanced town centre riverfront
- 35,000 square meters (3.5 ha) of new public spaces.



# Sharing Property Asset Use

There are often opportunities to share the use of assets with other public bodies and third sector partners. Examples of where the Council already does this are as follows:

- **Deane House:** Hosts the Somerset Direct Contact Centre serving 5 local public bodies in Somerset, e.g. Somerset County secondees are involved in operating this
- **Flook House:** Provides low cost accommodation for organisations working in sympathy with the Council's objectives including the Council for Voluntary Services and the Advocacy Centre
- **County Hall:** Owned by County and provides accommodation for a number of TDBC staff seconded to Southwest One
- **28-30 Fore Street Wellington:** Accommodation owned by County and used by TDBC and organisations including Wellington Town Council and Campaign for learning (check current occupiers)
- **Neighbourhood Police Posts:** In addition various community centre sites owned by TDBC are used for police posts although these are within the Housing Revenue account

Ongoing Asset Review and planning work will examine further opportunities for additional co-locations where these achieve benefits.

# Section C: Asset Plan



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# Asset Plan – Introduction and Vision

In this section we describe the three visions that have been developed to guide asset planning covering the operational, the non-operational and housing (Landlord Service) estates respectively. We then go on to look at the key policies needed to support the attainment of the visions. Finally we look at the programme of work required to begin to implement the visions.

## Vision 1:

“An **operational property estate** which is of the right size, location, configuration and condition to support the efficient delivery of council services in a sustainable manner minimising the impact on climate change. The estate will be “owned” as a corporate asset, rather than by service departments. The office properties will support the new Core Council structure and the move to thematic working by providing flexible and adaptable space which encourage new ways of working both in and out of the office including “telecommuting”. Full consideration in achieving this over the medium term will be given to working collaboratively with partners to find the most efficient solutions including co-locations.”

# Asset Vision

## Vision 2:

"A **non operational property estate** which supports the following objectives:

- Revenue producing to support council services
- Provides community space
- Assists the delivery of corporate strategy
- Is managed as an investment portfolio to maximise returns consistent with these objectives using projections of the future return
- Balances income risk across the portfolio enabling the Council to hold riskier assets in the knowledge that it has other more secure assets.

Properties that do not meet these criteria will be considered for disposal."

# Asset Vision

## Vision 3:

The draft Asset Vision that has been developed for the Housing Landlord Service is:

"To manage the Councils **Housing land and property** assets by:

- Providing buildings that are fit for purpose, in good condition, in the right location and of a design that meets customer expectations
- Maintaining assets that support economic and environmental regeneration and sustainable communities
- Contributing to corporate priorities, efficiency effectiveness and securing value for money
- Becoming an organisation that provides quality homes and services and helps to make neighbourhoods and communities popular places to live and work."

It is recognised that the fulfilment of these visions is likely to take more than three years to achieve, nevertheless significant progress needs to be made on them during the plan period.



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# Policies to support the vision

In order to realise the vision the following policies will be applied in decision making.

## All Property Assets:

- Property is a corporate asset (not owned by Departments)
- New assets will be procured and constructed consistent with the Taunton Protocol as far as possible
- Refurbishment or alteration works to existing assets will be planned to make them more environmentally friendly
- All assets will be managed to minimise their impact on climate change and contribute to reductions in carbon emissions with the objective of moving to carbon neutrality

- All assets will be regularly reviewed to assess their:
  - condition
  - suitability
  - sustainability
  - contribution to wider corporate objectives
  - case for retention / replacement or sale based on “best value” principles
- “Gifts” of assets will normally only be accepted if they are self-funding or come with a “dowry” for maintenance equivalent to at least 10 years’ needs

## Operational property assets:

- Space standards to be developed for office space to increase efficiency of use, with a presumption that layouts will be in open plan

# Policies the vision, Continued

## Operational property assets:

- When assessing space requirements consideration will be given to the impact of flexible working practices on minimising physical space required and enhancing productivity. e.g. Desk sharing and remote working
- In order to promote efficiency opportunities will be identified and considered for sharing of council assets with other government bodies and third sector organisations
- The transfer of assets on a freehold or leasehold basis to other community organisations (e.g. community land trusts, parish councils) will be promoted where the benefits of this can be demonstrated in business case (e.g. lower management costs or to meet corporate objectives)

## Non-operational property assets:

- The Council will be pro-active in using corporate owned land to bring forward development to achieve Corporate Plan objectives
- The Council will consider selling freehold land and/or buildings to occupiers where this enables the expansion or retention of an indigenous employer, or helps attract new jobs to Taunton Deane in line with the Corporate Plan objectives
- Market rents or user charges will be charged to tenants or users on the non-operational estate unless agreed exceptions are signed-off by the Portfolio Holder

# Procedures to support the vision

## Procedural changes:

- Asset review will form a key part of service planning (starting from a zero base approach to robustly challenge “need” for property) –training will be provided to Senior Managers to support this
- The asset reviews will support portfolio planning with the intention of every property being designated as:
  - Core – must be held
  - Surplus - will be disposed of in future
  - Intermediate – asset future is still to be determined
- These categorisations will then guide future maintenance and investment priorities, i.e. focusing investment on core properties, restricting it on “intermediate” assets with “surplus” assets not normally receive any investment other than essential H&S related items
- Procedures for re-allocating property costs to user departments in corporate buildings to ensure that costs act as an incentive for occupying space efficiently are to be reviewed with the S.151 Officer
- The investment portfolio will be segmented into categories of similar risk profile and target weightings will be agreed and applied based on the level of perceived risk
- Actual and prospective income and capital returns will then be evaluated within the risk categories identified and under performers recommended for sale
- Future lease renewal proposals will be flagged to AMG at least 9 months in advance



# Asset Management Plan Work to Undertake

It is intended that resources permitting the following work will be undertaken in the following categories:

**Enabling Work** – this will improve our procedures and build our knowledge of the asset base and support improved planning and management of individual assets going forward (examples of this are improving the budget code structure for maintenance, undertaking a condition survey programme and setting space standards for corporate offices.)

**Property Specific Activities**– more detailed initiatives on individual properties (such as work in connection with the sale of individual assets, planning for the future replacement of Deane House and examining the implications of the DLO outsourcing study for the future of the site.)

In order to provide an early guide to the likely future of individual assets it is intended to agree with the Asset management Group the provisional categorisation of each corporate building according to one of the following:

- Core – must be held
- Surplus - likely to be recommended for disposal in future
- Intermediate – asset future is still to be determined

Schedules of intended projects in each category are set-out in the following pages.

# AMP Actions – Enabling, Phase 1

Action	Objective(s) Supported	Target Date	Lead	Specific Funding	Anticipated Outcome
Overhaul maintenance budget code descriptions to enable costs to be properly shown	Efficient budget management	30/4/10	Retained Finance	tbc	All maintenance costs flow to the agreed budget code facilitating budget monitoring
Create a referencing system for all rooms in TDBC corporate buildings	Efficient portfolio management	15/4/10	SWOne	tbc	Drawings have the referencing marked on them. Clear room referencing on drawings.
Develop Plan for 10% TDBC property carbon reduction with Carbon Management Steering Group	Reduce carbon emissions	31/5/10	TDBC (TD)	tbc	A clear plan for achieving a 10% saving in carbon emissions from Corporate Buildings by end of 2010
Update building condition surveys and backlog maintenance costings	Reduce costs Maintain assets	15/6/10	SWOne	TDBC Maintenance Budget	Up to date condition baseline for all main corporate building assets and maintenance requirements identified
Major Projects Improvement Programme (Ongoing SWOne Project)	Improve Project Management Reduce costs	30/6/10	SWOne		Future Major Projects > £250k are managed in an improved way with regular reviews and a change control process
Creation of a Forward Maintenance Programme	Reduce costs Maintain assets	30/6/10	SWOne		A costed 5 year plan for maintaining the corporate buildings, taking into account the main maintenance responsibilities
Clarify the policy framework for flexible working / recommend required changes	Efficient portfolio management Reduce costs	31/7/10	SWOne	tbc	Recommended policy on flexible working practices which has been formulated in consultation with HR and SWO IT
Agree space standards for corporate offices	Efficient portfolio management Reduce costs	31/7/10	SWOne	tbc	There are clear guidelines on how much space to allocate per desk.
Provide targeted training to service managers in Property Review	Efficient portfolio management Reduce costs	30/9/10 Discuss with CMT	SWOne	tbc	Key managers using space in corporate office buildings will be able to review the sufficiency and suitability of the buildings

## AMP Actions – Enabling Phase 2

Action	Objective(s) Supported	Target Date	Lead	Specific Funding	Anticipated Outcome
Introduce regular market valuations of all Freehold / Long Leaseholds	Efficient portfolio management	31/3/11	SWOne	tbc	Highlights the potential sales receipts of surplus / under used properties
Calculate, report and benchmark historic investment property portfolio returns	Efficient portfolio management	30/6/11	SWOne	tbc	The total return from income and capital growth is measured. Under-performing assets can be identified and assessed.
Define and begin to introduce additional performance measures for property benchmarking	Reduce costs Reduce carbon	30/9/11	SWOne	tbc	Show the relative efficiency of corporate buildings and support action to improve this e.g. disposal.
Review mechanisms for reallocating property costs to Departments and recommend any changes	Reduce costs	30/12/11	SWOne	tbc	Departments occupying space see a fair and representative cost for it. Encouraging them to consider making savings.
Develop a policy on the level of risk acceptable for income producing properties	Efficient portfolio management	01/6/12	SWOne	tbc	Investment decisions can be made with a view to balancing overall portfolio risk.
Implementation of Procurement Category Plans (inc Soft FM, Hard FM, Construction)	Reduce costs	Ongoing	SWOne	tbc	Improved VFM for a wide variety of recurring Property & FM expenditure

## AMP Actions – Property Specific

Property	Action	Objective(s) Supported	Target Date	Lead	Specific Funding	Anticipated Outcome
Deane House, Belvedere Rd	Plan short term changes to support the corporate reorgansition	Corporate reorganisation Reduce costs	2010	SWOne	tbc	Accommodation layout supports new organisation
Flook House and Deane House Office Property Review	Office Property review and determine short term future of Flook House	Understand office req't	2010	SWOne	tbc	Understand corporate office requirement Confirm the short term strategy for Flook House
28/30 Fore Street, Wellington	Office Property review	Understand office req't	2010	SWOne		Will contribute to understanding corporate office requirement
Deane House / Corporate Office strategy	Develop Deane House / Corporate Office strategy	Corporate reorganisation Efficient service delivery	2010-11	SWOne	tbc	1. An agreed statement of requirement for corporate offices 2. A strategy for corporate offices based on an option appraisal
Priory Depot, Priory Way	Property review	Corporate reorganisation Economic regeneration	2010-11	SWOne	tbc	Explore alternative uses for all or part of the site – link with Project Taunton work
Various Project Taunton properties	Assemble data packs for Project Taunton	Economic regeneration	2010 - 2013	SWOne	tbc	Facilitate Project Taunton
Employment Sites in Taunton	Enable use / acquisition	Economic regeneration	2010	tbc	tbc	Increase employment in Taunton
Investment Property in Taunton (5 Canal Road)	Complete acquisition	Economic regeneration	2010	tbc	(HCA)	Provide income to support economic regeneration via Project Taunton
Former Nursery, Mount Street	Site Sale	Capital receipt	2011	SWOne		Sale of contents and site
Other property holdings	Property review	Reduce costs / Increase revenue	2011 - 2013	SWOne	tbc	Improved base data and identification of surplus / under utilised properties for action

# Section D: Asset Management Organisation and AMP



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# The process for constructing the AMP

The process for developing this AMP has been broken down into two phases:

- Development and Consultation
- Agreement

These stages are described below.

## AMP Development

The draft AMP has been produced by Southwest One Property and Facilities Management following consultation with:

- CMT
- SMT
- Project Taunton
- Tone Leisure
- Retained Finance and MTFP
- Corporate Strategy
- TDBC Officers responsible for areas including:
  - Climate Change
  - Community Development
  - Corporate Strategy Development
  - Economic Development
  - Housing
  - Parks and Recreation.

This has been an iterative process, with key sections of the AMP being tested back with stakeholders to guide their ongoing development. Additional reference has been made to best practice as documented by organisations including:

- Audit Commission
- CIPFA
- Communities Department
- OGC
- RICS.

## Agreement

Following completion of the draft document Southwest One presented the AMP for final comments and agreement to the following parties as below:

- Corporate Management Team.
- Portfolio Holders / Asset Management Group.
- Corporate Scrutiny Committee.
- Executive.

# Roles and Responsibilities for Asset Management

The roles of CMT, the Property Asset Management Group, Corporate Scrutiny Committee and SouthWest One (SWOne) in relation to property asset management are described below.

## CMT Role

CMT's role is to provide governance for strategic and high-level property asset and service decision making within TDBC, including:

- Promotion of efficient use of property assets by services in line with AMP objectives.
- Adoption or amendment of Corporate Policies in relation to property asset use and management.
- Approval of the Capital Programme and Maintenance Programme.

CMT will also:

- Act to enable resolution of differing views from client Departments, where Southwest One have been unable to resolve an issue.
- Provide strategic guidance on potential opportunities for collaboration in the use of assets with other public or third sector bodies or of asset transfers to the community.
- Receive budget monitoring reports (at least quarterly or as deemed necessary) in respect of TDBC property related budgets managed by Southwest One.
- Advise on any required targets for capital receipt and revenue.

The Authority's Client Officer (Alison North) acts as the initial point of contact for issues SWOne propose to bring to CMT.

# Roles and Responsibilities for Asset Management

## Property Asset Management Group Role

The draft Asset Management Plan is reviewed for recommended improvements by the Property Asset Management Group. Once approved they meet to monitor its delivery on at least a quarterly basis. This group is made up of:

### TDBC

- Performance and Client Officer
- Retained Finance Manager
- Portfolio Holder
- Shadow Portfolio Holder (proposed chair)
- Economic Development representative
- Housing Asset Management representative
- Theme/Service Unit Managers as required
- Project Taunton Representative as required.

## Southwest One

- Divisional Manager Strategy and Planning
- Divisional Manager Estates
- Asset Holdings Manager
- Other staff on an exceptional basis for specific agenda items.

In addition to overseeing the delivery of the work identified in the AMP the Property Asset Management Group will encourage efficient stewardship and use of corporate property assets in line with AMP objectives.

The Group will meet at least quarterly following agreement of the AMP.



# Roles and Responsibilities for Asset Management

## Corporate Scrutiny Committee Role

Corporate Scrutiny Committee periodically (typically 6 monthly) review the progress on development and implementation of the AMP.

## Southwest One Role

SWOne have the responsibility for managing the Councils operational and non-operational portfolios (excluding Housing) on a day to day basis in line with the AMP and the Council's policies and Standing Orders.

Specifically SWOne are responsible for maintaining the property assets and developing the planned maintenance and capital programmes for approval by CMT.

As noted SWOne drive the production of the AMP and are the Council's advisor on corporate property related issues.

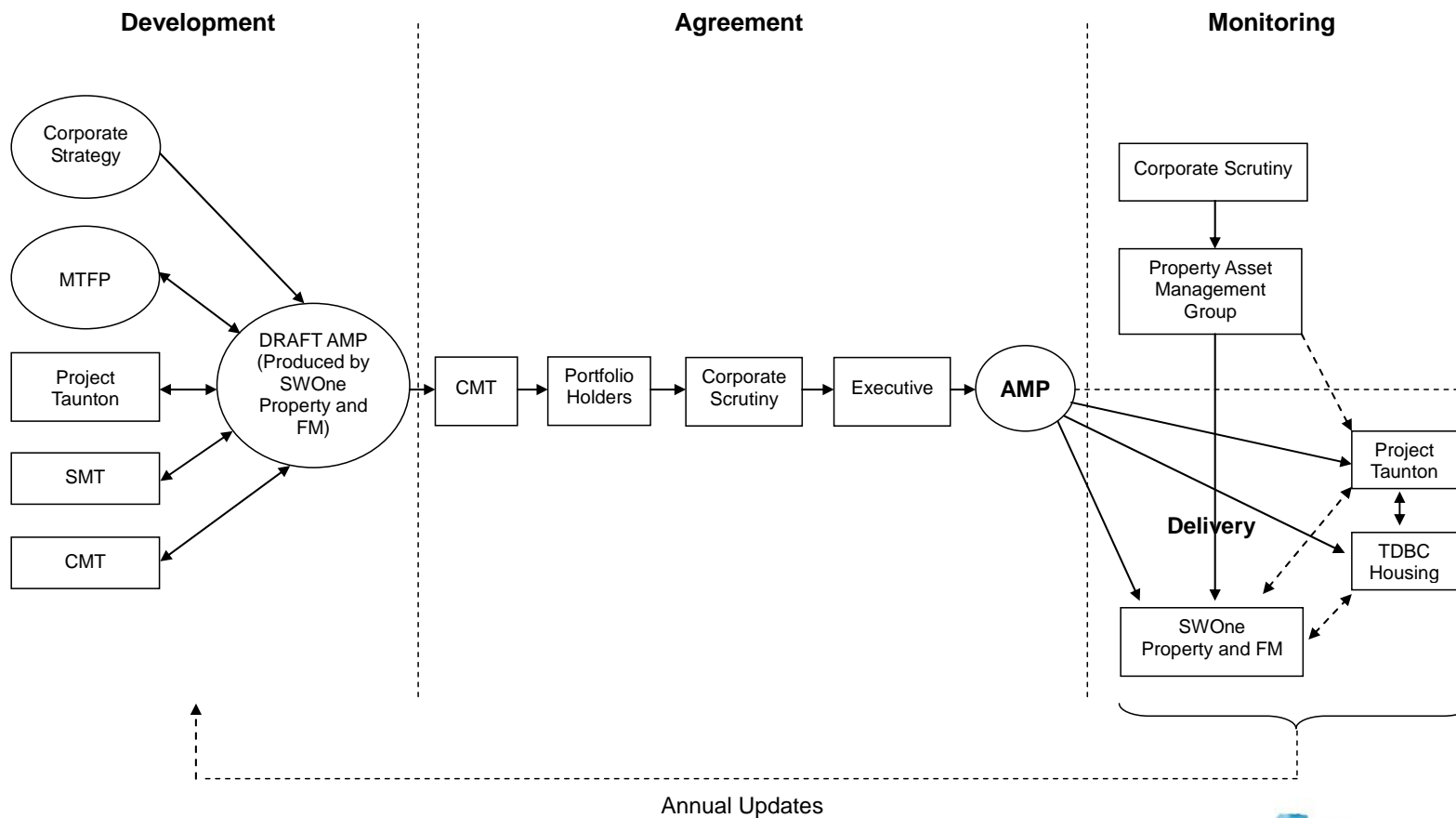
Funding for these activities by SWOne is provided by the Council.

The principal exceptions to this are:

- Housing assets, which are managed directly by the Council and maintained principally by the DLO
- Assets undergoing transformation as part of Project Taunton

The roles of each of these parties in the development, agreement, delivery and monitoring of the AMP is shown in the following diagram.

# TDBC Asset Management Planning and Monitoring process



# Appendices



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# Appendix A: General Fund Property Asset List



Microsoft Excel  
Worksheet

(Double click Icon to Open List)

## Appendix B: Properties disposals

<b>Properties disposed of since 2007</b>	
Part of Coal Orchard Car Park sold to Somerset County Cricket Club in November 2007	Land transferred to enable the Cricket Club to extend and carry out development adjoining its ground as part of the Project Taunton proposals
Former Public Conveniences, Hamilton Road, Taunton sold in June 2007.	Sold with a parcel of adjoining Housing Revenue Account held land to Knightstone Housing Association for £35,000 for development with 2 affordable houses.
<b>Land disposals scheduled to take place during 2010/11</b>	
Greenbrook Terrace Car Park, Taunton Part of Enfield Car Park, Taunton Part of Castle Street Car Park, Taunton	These areas of land are being Transferred to SCC under a Compulsory Purchase Order to facilitate the construction of the "Taunton Third Way" road scheme. Price is a nominal £1 consideration as the betterment to TDBC's retained land exceeds the value of the land sold
Former Nursery Site at Mount Street, Taunton	Planning consent for development with 71 sheltered housing units is currently being sought on this 1.8 acre site prior to its disposal on the open market. A capital receipt in the region of £1.5 to £2 million is anticipated.

# Appendix C: Properties acquired

## Properties Acquired since 2007

84 Priory Bridge Road, Taunton – For Project Taunton purposes
86/88 & 88A Priory Bridge Road, Taunton – For Project Taunton purposes
64 Priory Bridge Road, Taunton – For Project Taunton purposes
Units 1 & 2 Canal Road, Taunton – For Project Taunton purposes
Unit 3 Canal Road, Taunton – For Project Taunton purposes
Unit 4 Canal Road, Taunton – For Project Taunton purposes
Unit 5 Canal Road, Taunton – For Project Taunton purposes

# Appendix D: Properties improved/ erected/change of use

## Properties improved/erected or change of use since 2007

New Pavilion at Hamilton Gault Playing Field, Taunton
New Pavilion at Galmington Playing Fields, Taunton
Former Public Conveniences at Fons George, Taunton converted in to a works store/compound for Parks Maintenance
Public Conveniences in North Street Car Park, Wellington reconstructed
Public Conveniences now decommissioned:- <ul style="list-style-type: none"> <li>• Goodland Gardens, Taunton</li> <li>• Canal Road, Taunton</li> <li>• French Weir Recreation Ground</li> <li>• Oaken Ground, Rockwell Green, Wellington</li> </ul>
Public Conveniences at Priory Bridge Road, Taunton decommissioned but now let to Tone Schools Sports Partnership for use as a canoe store/changing facilities, having been adapted
The buildings on the Taunton Livestock Market Site are now being demolished to enable infrastructure works to start in connection with the regeneration of Firepool
All buildings initially needed on the new nursery site at Stoke Road, Taunton have been completed and the nursery is fully operational from this site
The former nursery site at Mount Street, Taunton is now being held as a site awaiting disposal pending a planning consent for residential development being obtained. Application has been submitted and its determination is awaited

# Appendix G: Asset Management Actions Update

Asset Management Actions Update as at 7 May 2010 (formerly Poor Performing Properties update)

Property	Proposal	Update
Frobisher Way, Bindon Road	Light Industrial Development	<ul style="list-style-type: none"> <li>•Planning permission was previously obtained for Industrial units.</li> <li>•Following tender a preferred developer was identified and contract documentation prepared. Negotiations with the preferred developer broke down due to a combination of the down turn in the property market and a few unforeseen additional site development costs.</li> <li>•The site is currently let on a temporary basis (@ £7,500 pa) pending the outcome of a proposal to re market the site as a "Development Opportunity" to see what interest there may be in other developers working with TDBC to develop the site.</li> </ul>
Former Nursery Site, Mount Street	Review to be undertaken to maximise the sites potential	<ul style="list-style-type: none"> <li>•Ongoing. Options Appraisal being undertaken. Traffic and wildlife surveys arranged.</li> <li>•It is anticipated that an outline planning application for up to 72 units of sheltered accommodation will be submitted by TDBC's architects, MRA in June 2010.</li> <li>•Assuming planning consent obtained, the site will be offered for sale on the open market.</li> </ul>
Paul Street Multi Storey Car Park	Works required to comply with health and safety	<ul style="list-style-type: none"> <li>•Structure to be monitored.</li> <li>•Essential Health and Safety works required to lifts. Approx £17,000 – now completed</li> </ul>



## Appendix G: Asset Management Actions Update, Continued

Property	Proposal	Update
Old Municipal Buildings	Action required on Disability and Fire Safety issues. Alternative uses to be pursued	<ul style="list-style-type: none"> <li>All DDA alteration works have been completed and the property is leased to SCC (Registrar's Office) at a commercial rent</li> </ul>
Hamilton Gault Pavilion	Existing building deterioration / New replacement	<ul style="list-style-type: none"> <li>New pavilion completed and in use.</li> <li>Old pavilion not considered to be of beneficial use due to its type of construction, poor condition and configuration and therefore should be demolished.</li> <li>Awaiting final instructions for demolition.</li> </ul>
Galmington Pavilion	Existing building deterioration / New replacement	<ul style="list-style-type: none"> <li>New pavilion completed and in use.</li> <li>Negotiations /discussions ongoing with adjoining Musgrove Park Hospital for the possible lease or sale of this building together with some land for use as storage.</li> </ul>
Deane House	Internal space reallocation	<ul style="list-style-type: none"> <li>Re-planning exercise to support the Core Council review and improve efficiency in-hand</li> </ul>
Site	Potential acquisition	<ul style="list-style-type: none"> <li>Offer made to buy site</li> </ul>

# Appendix H: Template for Property Reviews



Microsoft Word  
Document

(Double click Icon to View)

# Taunton Deane Borough Council

**Executive – 16 June 2010**

## **Performance Monitoring – Outturn report 2009/2010**

### **Report of the Performance and Client Officer**

(This matter is the responsibility of Executive Councillor Terry Hall)

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

- 1.1 This report outlines the final performance data of the Council for the 2009/10 year
- 1.2 The detailed 2009/10 financial outturn data is submitted in a separate report although a high level summary is included in the Scorecard.
- 1.3 The monitoring of the Corporate Strategy, service delivery, performance indicators and budgets is an important part of the overall performance management framework.
- 1.4 **A high level summary of successes/improvements** in 2009/10 include the following:
  - NNDR debit collection exceeded target and improved on last year
  - a new Economic Development Strategy has been adopted
  - a significant decrease in serious acquisitive crime in Taunton Deane
  - a significant increase in visits to leisure centres & successful first year of the Free Swimming initiative
  - Carbon Management Plan completed
  - 96% of calls to the Customer Contact Centre were resolved at the first point of contact
  - Speed in processing planning applications ('minor' and 'other' applications)
  - 90% satisfaction of businesses with regulation services (Environmental Health service)
  - 'Street Scene' indicators (ie litter, detritus, graffiti, fly-posting, fly-tipping) have all improved on last year
  - 'Sort It Plus' roll out across the borough
- 1.3 **A high level summary of areas off course/objectives not met** in 2009/10 include:
  - Council Tax collection rates
  - Procurement benefits
  - Housing rent collection
  - Overall employment rate in the borough has decreased significantly
  - Additional homes provided and affordable homes delivered both significantly missed target due to the economic downturn
  - Household waste levels & recycling have missed target
  - Speed of processing 'major' planning applications, & planning appeals allowed
  - Environment Health inspections (licensing and health & safety)
  - Southwest One failed to achieve 9 KPI targets (4%) during 2009/10




## 2. The Performance Scorecard (please see Appendix A)

- A new Performance ‘Scorecard’ has been developed to monitor and manage the performance of all council services, and was introduced in Quarter 3, 2009/10. This scorecard is designed to be simple to use and to reduce the size of performance reports.
- Following submission of the Quarter 3 report & scorecard, feedback was gained from CMT, Executive and Corporate Scrutiny Committees, and improvements have been made for the Quarter 4 (Outturn) scorecard:
  - More ‘signposting’ to avoid too much detail on the scorecard
  - The alerts are more logical
  - The reason for Amber & Red alerts are more clearly identified

2.1 **Scorecard explanation / key** - each section of the scorecard uses the same template and is structured as follows:

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
	Strategic & corporate objectives categorised by the 7 sections as listed above	Key performance indicators (& targets where possible) used to measure the objective.	Red, Amber or Green (see below)	A brief summary highlighting reasons for and issues surrounding the alert reported (see Green, Amber, Red below). Also any known problems that may jeopardise attainment. Where relevant, CMT/Executive will provide further information in addressing under performance.

### Key to alerts:

	Reasons for alert	Notes
 (green)	Planned actions are on course	Justification for the Green alert will be provided. Key successes or exceptional performance will be outlined.
	Performance indicators are on target	
 (amber)	Some uncertainty in meeting planned actions	The reason for the Amber alert will be made clear. Mitigating actions will be outlined
	Some concern that performance indicators may not achieve target	
 (red)	Planned actions are off course	A brief high level summary is included within scorecard. Where the Corporate Management Team consider a Red alert to be a priority issue requiring further detail and explanation, a separate one page information sheet for more detail will be appended to the report
	Performance indicators will not achieve target	

2.2 Please see the TDBC Scorecard at Appendix A for full details of 2009/10 Q4 performance.

**3. Finance Comments** from the Strategic Finance Officer (S151 Officer)

- The revenue outturn position is virtually on budget and well within any tolerances.
- The capital program and the HRA outturn are disappointing due to the amount of slippage being reported. We shall be looking at the profiling of the budgets involved to ensure that the correct in year budget and slippage is reported.
- The general fund reserve is above the minimum requirement showing a healthy reserve going ahead into very tough local government finance times.

3.1 A separate detailed report on the financial performance for 2010/11 is included on the agenda for this meeting.

**4. Legal Comments**

There are no legal implications in this report.

**5. Links to Corporate Aims**

As this report covers all aspects of the Council's performance, all Corporate Priorities are affected.

**6. Environmental and Community Safety Implications**

Please see the following sections of the Scorecard for those areas contributing to the above: 1.3 & 1.5 (corporate strategy aims); 2.4 (Service Delivery – 'Street Scene'); 5.4 (Somerset Waste Partnership).

**7. Equalities Impact**

See the scorecard section 7.3 for details of equalities progress within the council.

**8. Risk Management**

See the scorecard section 7.4 for details of risk management progress within the council.

**9. Partnership Implications**

See the scorecard section 5 for details of the council's key partnerships.

**10. Recommendations**

It is recommended that the Executive review the Council's performance and financial position as at the end of Quarter 4, taking corrective action where necessary.

**Contact:**
















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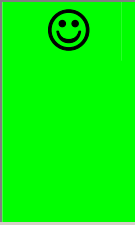




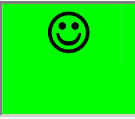
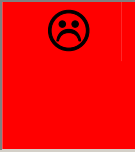
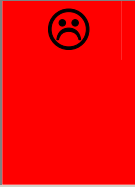
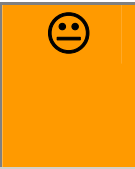
Maggie Hammond  
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01823 358698

## 1. CORPORATE STRATEGY AIMS




Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.1	Economy (Aim 1) Regenerating Taunton and strengthening the economy of the Borough	Actions - progress against the key activities		 New Economic Development Strategy adopted  TDBC supported a number of partnerships and schemes working to strengthen the rural economy  Cultural provision encouraged through support of the Brewhouse development scheme and various arts projects  Delivery of business support events to meet skills demand
		Overall employment rate (LAA target: 77.5%)		<b>74.5%</b> (Latest data from period Oct 08 - Sept 09) Reduced from 83% in Sept 2008. The Somerset Economic Assessment states "the short-term future for the public sector is now uncertain" and that if there was a drop of 1000 Public sector jobs (approx 2%) it would lead to a further 500 job losses in the wider economy (eg retail & hospitality) <b>Action:</b> Enterprise Gateway Job Clubs created and focusing on inward investment (Project Taunton)
1.2	Transport (Aim 2) Minimising the growth in traffic congestion	Actions - progress against the key activities		 Cycling task & finish group has produced recommendations  TDBC staff travel survey expected in 2010  Work on TDBC travel plan has not yet resumed <b>Action:</b> Currently exploring the establishment of a Taunton Car Club for employees and residents.
		No measures available at Q4	N/A	<i>These are annual or ad hoc measures and are not available at this time.</i>
1.3	Crime (Aim 3) Promoting safer communities and tackling anti-social behaviour	Actions - progress against the key activities		 New CCTV cameras installed in Halcon  Licensing inspections backlog due to reduced team (ref 2.2)
		Serious acquisitive crime rate (decrease)		<b>14% decrease on last year</b> - down from 1044 to 895 (= 149 fewer crimes) A significant decrease on the previous year's figures. This represents 8.44 crimes per 1000 population, compared to 9.7 last year.
		Serious violent crime rate (decrease)		<b>2% decrease on last year</b> - down from 1651 to 1610 (= 41 fewer crimes) More actions are planned such as alcohol education workshops and more work with the night time economy. This slight decrease is set against closure for several late night venues, meaning less choice and potentially more crowded venues. It is therefore a reasonable achievement for the year.

1.4	<b>Healthy living (Aim 4)</b> Promoting healthy & sustainable communities	<b>Actions - progress against the key activities</b>		<ul style="list-style-type: none"> <li> Hamilton Park and Oake play areas successfully opened and are well used</li> <li> Fuel Poverty reduction targets met</li> <li> Free swimming initiative year one was successful, resulting in overall 13% swimming growth. Other health initiatives also being delivered successfully (eg Health Walks, &amp; child obesity programme)</li> <li> Public Swimming Task &amp; Finish review up and running</li> </ul>
		Net additional homes provided (Target= 1000pa)		<p><b>2009/10 = 458 dwellings</b>                      5% increase on 2008/09, however completions are still well below LAA target and the strategic requirements set by the Proposed Changes to the Revised Regional Spatial Strategy for the South West. This is primarily as a result of the significant uplift in requirements since the draft RSS was published and the time it takes to produce the Core Strategy (which will identify deliverable sites increasing our supply). Additionally, the credit crunch and lack of developer finance has meant that many housing schemes have stalled or slowed output considerably.  <b>Action:</b> addressed in new Corporate Strategy (2010-13) under new 'Regeneration' aim</p>
		Number of affordable homes delivered (Target = 233pa)		<p><b>2009/10 = 124</b>                      91% increase on last year, but does not meet the target of 233 due to difficulties with delivery on Section 106 sites due to critical financial situation nationally.  <b>Action:</b> addressed in new Corporate Strategy (2010-13) under new 'Affordable Housing' aim</p>
		Number of households in temporary accommodation (Target= 56 max)		<p><b>45 as at end of Quarter 4</b>                      2008/09 = 43                      This total has held at a relatively stable level for the last year. It is unlikely that it will reduce significantly in the coming months and is vulnerable to increasing because of a number of factors.</p>
		Leisure & swim visits (Target = 4% increase)		<p><b>Ref: Key Partnerships – Tone Leisure Section 5.3, (page 13)</b></p>



1.5	<b>Environment (Aim 5)</b> Safeguarding and Enhancing the local environment	<b>Actions -</b> progress against the key activities		 Carbon Management Plan & accompanying Action Plan completed March 10  CO2 emissions from TDBC operations reduced by 7.6% from last year (-365 tonnes)  Sustainability standards within 'Taunton Protocol' signed up to for all TDBC owned sites (eg Firepool)  Biodiversity Action Plan – 100% of targets achieved & 11/15 actions met
		Improved street & environmental cleanliness		<b>Ref: Service Delivery – Ensuring the Borough is a clean and attractive place to live, work &amp; visit</b> Section 2.4, (page 6)
		Residual household waste (Target = 362kg per household)		<b>Ref: Key Partnerships – Somerset Waste Partnership</b> Section 5.4, (page 13)
		% of household waste sent for reuse, recycling & composting (Target = 49.2%)		<b>Ref: Key Partnerships – Somerset Waste Partnership</b> Section 5.4, (page 13)
1.6	<b>Delivery (Aim 6)</b> Delivering accessible, value for money services	<b>Actions -</b> progress against the key activities		<b>Ref: Service Delivery (section 2)</b> for a summary of the key performance measures and issues of the key council services








## KEY TO ALERTS

 <b>(green)</b>	Planned actions are on course	 <b>(amber)</b>	Some uncertainty in meeting planned actions	 <b>(red)</b>	Planned actions are off course
	Performance indicators are on target		Some concern that performance indicators may not achieve target		Performance indicators will not achieve target

## 2. SERVICE DELIVERY


















*Excellent services - Customer driven - A dynamic organisation - Local focus*

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
2.1	<b>Ensuring development proposals are dealt with positively, with an emphasis on quality outcomes</b> Delivering the aims of the Development Management Service	Planning Applications Speed of Processing  Targets: a) Major 65% b) Minor 75% c) Other 85%	☹️	☹️ a) Major applications = <b>54%</b> (last year = 75%) 😊 b) Minor applications = <b>78%</b> (last year = 75%) 😊 c) Other applications = <b>88%</b> (last year = 83%) Major applications – from 24 decisions, 10 were not decided within the 13 week target. 2 delays from Planning Committee decision, 3 from late amendments, 3 from S106 finalisation, 2 protracted negotiations.
		% of appeals allowed against the authority's decision (Target 25%)	☹️	<b>2009/10 = 43%</b> (last year = 17%) Total 12 appeals allowed against the council's decision 4 re concerns raised by Highways 1 re concerns raised by Highways & Conservation Officer 1 re concerns raised by Highways & Blackdown Hills AONB Planning Officer 1 re concerns raised by the Environment Agency 5 re interpretation of TDBC policies. <b>Action:</b> reported at Corporate Scrutiny 20 <sup>th</sup> May 2010
2.2	<b>Safeguarding the health, safety &amp; welfare of everyone in the Borough</b> Delivering the aims of the Environmental Health Service	Satisfaction with EH regulatory services (Target = 75%)	😊	<b>2009/10 = 90%</b> 2008/09 result was 80%
		Food Safety compliance (Target = 80%)	😊	<b>2009/10 = 88%</b> (2008/09 result was 86.5%) 😊 The Food Team have started a project to work with food business operators to provide healthier menus for children. Stage 1 involved a successful seminar.
		Environmental Protection Team a) reactive tasks b) proactive tasks	😊	a) Requests for Service (e.g. pest control, dog warden, noise, odour, drainage, air pollution, public health). <b>89.4%</b> Total Service Requests responded to within target time (1922/2150) b) Inspection Programme (e.g. Inspections of polluting industrial processes and private water supplies) <b>92%</b> Inspections that should have been carried out that were carried out

		Health & Safety intervention visits (Target = 90%)		<p><b>2009/10 = 77%</b> (277 / 359 visits) Due to reduced staff capacity. <b>Action:</b> The H&amp;S inspections should be back on target in 2010/11 as we have radically changed the way the team works by merging with the Food Safety team, and have committed to fewer projects, which will allow them to concentrate on inspections.</p>
		Licensing inspections (Target = 100%)		<p><b>2009/10 = 49%</b> (207 / 421 inspections) Target unrealistic considering lack of staff and Licensing Manager during Core Council Review. Priority given to statutory work. <b>Action:</b> Licensing Manager in post as of April 2010 and a new Licensing Officer is receiving training, and Licensing inspections will resume later this year, although it is anticipated that the number of inspections will not be as high as in previous years (NB: target 2010/11 = 75%) until the whole team is back on track with other work.</p>
<b>2.3</b>	<b>Delivering customer driven services</b> To deliver customer focussed services, achieving high levels of customer satisfaction.	85% of calls resolved at 1 <sup>st</sup> point of contact		<p><b>2009/10 = 96%</b> Maintained the same level of performance as in 2008/09</p>
		80% of calls answered within 20 seconds		<p><b>2009/10 = 84%</b> 2008/09 result was 86%</p>
		Complaints measures - 10 day response - % Complaints upheld		<p><b>65%</b> responded to within 10 day target (98/134) (2008/09 result was 63%) <b>51%</b> of complaints were upheld. (08/09 was 45%) <b>Action:</b> briefing note being issued in June to all Managers re Corporate Feedback policies &amp; processes. A detailed report for 2009/10 will be provided to Members.</p>
		Satisfaction with the local area		<p><b>2008 result = 88%</b> (Place Survey 2008) Top quartile nationally (average national = 81%). Next survey due later this year.</p>
		Benefits Service: Time to process new claims Target= 22 days		<p><b>Actual as at end Q4 = 18.6 days</b> 2008/09 result was 19.2 days</p>

		<p>Benefits Service: Time to process changes of circumstance Target = 8 days</p>		<p><b>Actual as at end Q4 = 9 days</b> (last years result was 7.1 days) This is due to the impact of recession – more customers with changes in their circumstances due to changes in their income. Caseload and number of changes have increased accordingly. A full report on the Benefits Service administration was taken to Corporate Scrutiny 15<sup>th</sup> April 2010. <b>Action:</b> Various improvements being implemented: pilot re processing at time of visit; process re-engineering; e-claims product launch by May 10 (to capture new claims &amp; changes electronically); &amp; plans for dealing with change of circumstances by phone</p>
		<p>Landlord Services – satisfaction with repairs (Target = 98%)</p>		<p><b>2009/10 result = 98%</b> Latest survey results from January 2010</p>
<p><b>2.4</b></p>	<p><b>Ensuring the Borough is a clean and attractive place to live, work &amp; visit</b> Delivering Parks, Street Cleansing, Highways &amp; Transport Services that are high quality and cost-effective</p>	<p>Street &amp; environmental cleanliness targets.</p>		<p><b>86% satisfied with local environment</b> (Place Survey 2008)  All areas improved on last year: % of surveyed land that is assessed as having deposits of: Litter 1%; Detritus 17%; Graffiti 1%; Flyposting 0% Fly-tipping – achieved a grade 1 (very effective)</p>
		<p>Quality Assurance accreditation / Awards</p>		<p>We have three Green Flag Parks: Vivary Park; Victoria Park; &amp; Wellington Park. The awards are judged annually &amp; all three parks have maintained this status for many years. Taunton has won the South West in Bloom competition for the last few years; we compete against Bath &amp; other large towns in our population class We have this year also submitted French Weir for Green Flag status and Swains Lane Nature Reserve for Green Pennant status.</p>

### 3. MANAGING FINANCES (ref separate Budget Outturn report for detailed budget monitoring)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
3.1	<b>Budgets</b> To achieve a balanced 2009/10 budget by the financial year end	<b>General Revenue</b> within 0.5% =  0.5 – 2% =  over 2% = 		<b>Outturn = deficit of £10,100</b> This represents an <b>underspend of £8,500</b> against final budget for the year.  A separate detailed report is provided on the 2009/10 Outturn position.
		<b>Capital</b>		Total expenditure for the year £4.562m (= <b>£1.925m underspend</b> ). A separate detailed report is provided on the 2009/10 Outturn position.
		<b>Housing Revenue</b> within 0.5% =  0.5 – 2% =  over 2% = 		<b>Outturn = £963,000 below budget</b> Due to underspend on maintenance (asbestos & exterior high level work). A separate detailed report is provided on the 2009/10 Outturn position. HRA reserves (working balance) carried forward into 2010/11 = credit of £2.685m (subject to audit), well above the minimum expectation.
3.2	<b>Reserves</b> To maintain an adequate reserve (based on financial risk analysis)	<b>General Fund reserve</b> >£1.25m =  £1 - £1.25m =  <£1m = 		<b>£1.564m</b> as at end March 2010 (subject to audit)  This is above the minimum reserves expectation within the Budget Strategy.
3.3	<b>Next years budget gap</b>	A balanced budget 2010/11		2010/11 Budget agreed and balanced (ref Full Council 16 <sup>th</sup> Feb)
3.4	<b>Debt collection</b>	Council Tax Target = 98.5%		<b>Achieved 97.7%</b> Decrease of 0.2% on previous year (2008/09 was 97.9% which met target) Annual Revs & Bens performance report going to Corporate Scrutiny 17 <sup>th</sup> June
		NNDR Target = 98.82%		<b>Achieved 98.9%</b> Increase of 0.82% on previous year (08/09 was 98.1%)
		Housing Rent Target = 98.3%		<b>Achieved 97.7%</b> (Previous year (08/09) was 99.2%) From April to Sept 09 no rent arrears recovery was possible due to payments not being posted onto rent accounts. Since then we have had several weeks

				when payments have been late and the officers are not confident that the correct figure is showing on the accounts. The officers are actively carrying out arrears recovery and attending court as necessary. More checks have to be carried out before legal actions are taken.
		Sundry Debts position  (Quantifiable measures are being developed)	☹️	<p><b>£5,859,000 Outstanding debt as at 31<sup>st</sup> March.</b>                  £3,564,000 as at 5<sup>th</sup> Feb 2010 (as per last report to Corporate Scrutiny 18<sup>th</sup> Feb 2010). There was a large number of DLO related invoices raised as interface problems were resolved in March. Year end always generates additional invoices. <b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Dunning (reminders &amp; final notices) is now in operation (apart from invoices with instalment plans and those relating to Piper Lifeline invoices).</li> <li>• There is now good usage of SAP for raising invoices by TDBC staff with depot invoices now also being produced.</li> <li>• There remains some backlog in Accounts Receivable (AR) team on admin on contracts and invoices.</li> <li>• A user-group is being created and training/reference materials are currently being prepared to support users.</li> <li>• A number of Service managers are now trained and able to check the status of debts for their service at any given time.</li> </ul>
3.5	Benefits subsidy	To achieve 100% subsidy	😊	<b>100% achieved</b> by remaining in the lower threshold for LA error overpayments
3.6	Transformation Projects Ensure TDBC realises benefits of the various transformation projects, including the adoption of a new procurement strategy	Procurement benefits Original estimated target at end Mar 10 £653k	☹️	<p><b>£427k actual savings delivered</b>                  Savings are behind original forecast made in 2007 (£653k)</p> <ul style="list-style-type: none"> <li>• Monthly procurement update report to CMT in June – SWOne Senior Manager will be challenged to produce plans to close the gap &amp; update on the changes from the original procurement saving plan</li> <li>• Quarterly procurement report going to Change Programme Members steering group.</li> <li>• Half yearly procurement report going to Corporate Scrutiny 17<sup>th</sup> June</li> </ul> <p><b>Action:</b> Full years spend now available in SAP which will aid analysis of future savings opportunities. Wave 3 initiatives due to commence imminently.</p>
		CCR proposed savings 2009/10 = £342,000 for		This information will be provided in a verbal update at the Executive meeting.

As at: 09/06/2010

# TDBC SCORECARD 2009/10 – Quarter 4


















		Theme 1		
3.7	<b>Efficiency Savings</b>	3.5% savings p.a (of 2007/08 baseline)		This information will be provided in a verbal update at the Executive meeting.

## 4. KEY PROJECTS

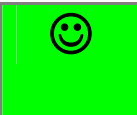
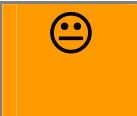
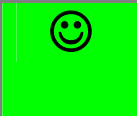
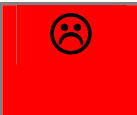
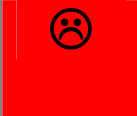
Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
4.1	<b>Local Development Framework (LDF) Core Strategy</b> To identify sites to accommodate the Regional Spatial Strategy growth requirements to the year 2026	Publish Core Strategy for consultation in Sept/Oct 2010  Adopt the LDF Core Strategy by September 2011	☺	<ul style="list-style-type: none"> <li>• Reg 27 consultation in Oct/Nov rather than Sept/Oct, but will still achieve milestone for Housing &amp; Planning Delivery Grant (HPDG).</li> <li>• Core Strategy focus on smaller number of strategic sites and contribution to Core Strategy document from Urban Initiatives on employment deliver.</li> <li>• Detailed project plan prepared</li> <li>• Monthly LDF Steering Group meetings.</li> <li>• Interim release of sites in June to meet shortfall in Taunton's 5 year supply of housing sites.</li> </ul>
4.2	<b>Housing Inspection project</b> Achieve min "performing adequately" score in formal housing inspection (Autumn 2010)	Deliver project plan / work programme	☺	Cross-theme Project Team meets monthly to monitor progress against outcome focused action plan. Key progress as at April 2010: <ul style="list-style-type: none"> <li>• evidence mapping completed</li> <li>• membership of the private sector housing partnership approved</li> <li>• affordable warmth and empty homes strategies drafted</li> <li>• asset management strategy objectives for landlord service agreed</li> <li>• tenant empowerment board recruited</li> <li>• strategic housing land availability assessment updated</li> <li>• strategy links outlined</li> </ul>
4.3	<b>SAP implementation</b>	SAP Back Office Processing (BOP) system implementation	☹	The key elements of the system are working i.e. budgets, payments to suppliers, income posting, payroll, invoicing of debtors, the interface with the DLO systems. <b>Why is this amber?</b> - Because we still need to get the full 'procure-to-pay' automated payments process working and have yet to launch the HR module (this includes sickness notifications, claiming expenses/overtime, PREDs, H&S & the learning solution). <b>Action:</b> SW1 are currently making changes to the 'Organisational Management Structure' & 'Delegations' within the system. Once completed we will commence a phased rollout and training programme for the remaining elements <b>Impact:</b> the key functions are now working. Work-arounds are in place for the


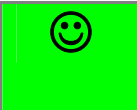


				remaining functions. Using these work-arounds has minimal impact on TDBC, but significant impact on SW1.
		Customer Relationship Management (CRM) & website		The new CRM system & website went live in late Nov 2009 with no significant problems having been encountered.
4.4	Core Council Review	Theme 2		Growth & Development theme - Recruitment to agreed new structure - Anticipate all vacant posts filled by end May 2010.
		Theme 3		DLO - Implementation of option agreed by Members - Project now under way to implement members' decision to pursue outsourcing of DLO, with internal transformation developed as a comparison option.
		Theme 4		Community Services - Recruitment to agreed new structure - Anticipate all vacant posts filled by end May 2010.
4.5	Project Taunton Improving quality of life, boosting business opportunity, building quality developments, improving transport infrastructure, developing sustainable communities and making the most of waterside living and working	Project progress & development milestones achieved  NB – full progress report produced by Project Director for Project Board quarterly		 <b>Firepool</b> – working well with St Mowden & positive progress being made  <b>Cricket Club</b> - Pegasus development & new stand now complete  <b>Tangier</b> – funding confirmed for The 3rd Way Road & bridge. Work began in April  <b>Retail</b> - £3.5m refurb of Old Market Centre complete  <b>Eco Development</b> - funding approved for studies to support future delivery of sustainable development  <b>Longrun Meadows</b> – planning consent granted for landscaping (inc flood prevention scheme), & work began in March  <b>'Our Place, Your Place'</b> – a successful community project ( <i>'Taunton: past, present &amp; future'</i> theme) with 4000 visitors  <b>Funding</b> - Growth Points revenue funding for 2010/11 received, however uncertainty about amount (possible 43% cut in promised allocation) and/or timing of capital funding for next year makes prioritisation of works & purchases complicated, & is having a severe effect on Project Taunton's ability to deliver.  <b>Brewhouse Theatre</b> – architectural scoping study complete for building extension/conversion. Urgent need for a water-tight business case & strong rationale for funding of the scheme  <b>Castle Green &amp; Goodland Gardens</b> – scheme progress dependent on capital funding for 2010/11. A difficult & complicated project due to number & interests of different owners. Many issues requiring resolution


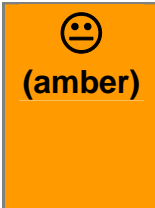
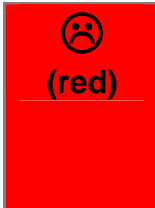
## 5. KEY PARTNERSHIPS

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS																					
5.1	<b>Local Strategic Partnerships</b> Support Somerset LSP Support Taunton Deane LSP	LAA PIs (NIS) on target within TDBC scope of influence	N/A	The performance of the Somerset Local Area Agreement (LAA) is reported to the SSP Joint Board & Joint Implementation Team. The 2009/10 LAA Outturn report will be available in July. The latest LAA performance report (Dec 2009) shows that of the available data, 74% of indicators were forecast to achieve 2009/10 target. More detail can be found on the Somerset Strategic Partnership's website.																					
5.2	<b>Southwest One</b>	Efficient delivery of in-scope services (basket of KPIs)	☹️	<b>Key Performance Indicators – full year 2009/10</b>																					
				<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>No. of indicators</th> <th>No. of times measured in year</th> <th>No. on Target</th> <th>% on target</th> </tr> </thead> <tbody> <tr> <td>Monthly</td> <td>13</td> <td>156</td> <td>152</td> <td>97.4%</td> </tr> <tr> <td>Quarterly</td> <td>12</td> <td>48</td> <td>45</td> <td>93.75%</td> </tr> <tr> <td>Annually</td> <td>23</td> <td>23</td> <td>21</td> <td>91.3%</td> </tr> <tr> <td><b>Total</b></td> <td><b>48</b></td> <td><b>227</b></td> <td><b>218</b></td> <td><b>96%</b></td> </tr> </tbody> </table>		No. of indicators	No. of times measured in year	No. on Target	% on target	Monthly	13	156	152	97.4%	Quarterly	12	48	45	93.75%	Annually	23	23	21	91.3%	<b>Total</b>
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		<b>KPI failures</b> ☹️		<b>Successes</b> 😊																					
		<p><b>Customer Contact:</b></p> <ul style="list-style-type: none"> <li>- % of calls answered in 20 secs (ref 2.3)</li> <li>- abandoned call rate (less than 5%)</li> </ul> <p><b>Finance:</b></p> <ul style="list-style-type: none"> <li>- Budget monitoring (accuracy &amp; quality of ¼ly report info)</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>- speed of processing changes of circumstances (ref 2.3)</li> </ul> <p><b>Revenues:</b></p> <ul style="list-style-type: none"> <li>- % of net collectable Council Tax debit collected in-year (ref 3.4)</li> </ul>		<p><b>Customer Contact</b></p> <ul style="list-style-type: none"> <li>- % of calls resolved at 1<sup>st</sup> point of contact maintained at 96%</li> </ul> <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>- Customer Satisfaction Survey up 4.59% on last year.</li> <li>- Speed of processing new claims achieved 18.63 days with a target of 22 days which is up 0.55%.</li> </ul> <p><b>Revenues</b></p> <ul style="list-style-type: none"> <li>- % of net collectable NNDR debit collected in-year, up 0.82% from last year, achieved 98.9% (target 98.82%)</li> </ul>																					
	Transformation projects	N/A	SWOne Project updates were reported to Corporate Scrutiny 20 <sup>th</sup> May: SAP (Back Office & technology); Procurement; People Excellence Model (PEM); Customer Access Initiative. Measures & outcomes to be developed in 2010/11																						








		Social & economic development	N/A	The SWOne contract includes 'deliverables' that support socio-economic development in the area, eg supporting new & small businesses, & promoting Somerset to businesses. A summary of progress of programmes & activities was included in the SWOne report to Corporate Scrutiny 20 <sup>th</sup> May. Measures & outcomes to be developed in 2010/11
5.3	Tone Leisure More people, more active, more often	PI – Target 4% increase in total leisure visits		<b>Total leisure visits up 5% against last year</b> 1,024,279 total visits = approx 46,000 more visits than 2008/09 (Target of 2% increase for 2010/11)
		PI – Target 15% increase in swim visits		<b>Swim visits up 13% on last year</b> 'Free Swimming' initiative resulted in approx 23,300 more swims than 2008/09 (Target of 3% increase agreed for 2010/11) A full report from Tone Leisure will be presented to Community Scrutiny Committee on 22 June 2010
		Progress against Tone Leisure key business objectives		Tone Leisure produces quarterly progress reports on their corporate business plan. A full report for Q4 from Tone Leisure will be presented to Community Scrutiny Committee on 22 June 2010. The Q3 report (Community Scrutiny 30 March 2010) concludes that 'the overall contract performance is satisfactory, although there remain a number of key risks affecting performance'.
5.4	Somerset Waste Partnership To increase participation in the recycling service through promotion and enforcement	PI - % of household waste sent for reuse, recycling & composting (Target = 49.2%)		<b>2009/10 = 45.5%</b> (2008/09 was 48.2%) The reduction in % of material sent for reuse, recycling and composting is due to the continuing economic downturn (eg less food waste). This has affected all of the Somerset Districts and is also mirrored nationally. Despite this, the TDBC results for recycling rates remain the best of all the Somerset Districts. <b>Action:</b> With the rollout of 'Sort It+' across the Borough during 2010/11 and any improvement to the economy, these can only improve the recycling rate and hopefully and put us back on track towards expected levels.
		PI – Residual household waste (Target = 362kg per household)		<b>2009/10 = 381 kg per household</b> (2008/09 was 370kg) The continuing economic climate resulted in some anomalies in the amount of residual waste collected. This was not predicted when modelling the targets for 2009/10 and resulted in an over optimistic target being set. The amount of residual waste actually increased during 2009/10, rather than reducing, as expected. TDBC results for residual waste remain the best in Somerset.











		Progress against key business objectives		The roll-out of 'Sort It Plus' is a key achievement (all 5 Somerset Districts will also now be going on line, resulting in further cost savings). We are confident that the target to achieve over 50% recycling by 2011 will be achieved
5.5	South West Audit Partnership	Target min 90% of 2009/10 Audit plan delivered		92% of planned audits in 2009/10 were completed or are in progress

## KEY TO ALERTS




 <b>(green)</b>	Planned actions are on course	 <b>(amber)</b>	Some uncertainty in meeting planned actions	 <b>(red)</b>	Planned actions are off course
	Performance indicators are on target		Some concern that performance indicators may not achieve target		Performance indicators will not achieve target

## 6. PEOPLE (Human Resources)








Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
6.1	<b>Investors in People (IiP)</b> Achieve IiP re-accreditation, by delivering the IiP action Plan	Milestones achieved in IiP Action Plan.		Achieved all of the milestones in the action plan
		IiP accreditation by March 2011		New action plan April 2010-March 2011 to be agreed with IiP Assessor by the end of May. This will work towards accreditation by March 2011. Current position is 85% achievement of IiP standard (33/39 strands)
6.2	<b>Staff Sickness</b> Reduce sickness absence through strong absence management, revised policies & procedures, & training	Target = 10.5 working days max lost per FT employee		<b>10.39 days per employee</b> The 2009/10 target was met and is an improvement from 10.9 days last year, however the council is likely to remain in the worst quartile nationally. <b>Action:</b> Additional work to support the further reduction in sickness absence has been agreed as part of a Sickness Absence Action Plan taken to Corporate Scrutiny March 2010. This issue will be reported again at the same committee 17 <sup>th</sup> June. NB: the proposed target for 2010/11 = 9 days
6.3	<b>PRED / Training Plans</b> Maintain effective performance management of people and establish & deliver development needs	100% completion of PREDs		<b>76%</b> of staff have had a PRED in the last 12 months (staff survey 2010) – we would not expect to up to 100% until later in the year though. <b>Action:</b> people management training planned for 2010, and standards & policies will also be reinforced
		100% completion of training plans		<b>90% complete.</b> Those not completed have no funded training activity for the coming year.
		100% delivery of 'essential' training activities (corporate training plan)		<b>Approx 65%</b> of the 2009/10 Corporate training plan was delivered. <b>Action:</b> a new corporate training plan for 2010/11 is in place, and a delivery plan is close to being agreed with SWOne.
6.4	<b>Staff Turnover</b>	Target 12% (voluntary leavers as % of staff in post)		<b>Total turnover = 8.01%</b> <b>Voluntary Turnover = 2.42%</b> Early Retirement/Redundancy = 4.23% Ill Health Retirement = 0.15% Other (End of Contract/Dismissal) = 1.21%


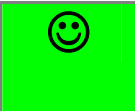

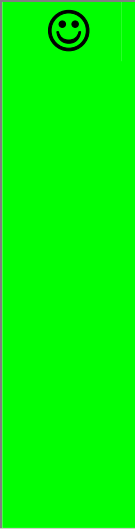
6.5	<b>Improve Staff Satisfaction</b>	Results from staff survey		<ul style="list-style-type: none"> <li> 45% response rate (higher than national average)</li> <li> Teamwork</li> <li> Pride in working for TDBC</li> <li> The job (use of skills, understanding of contribution to team &amp; organisation)</li> <li> Staff morale is a concern</li> <li> CMT are not sufficiently visible</li> <li> Management of change is not effective</li> </ul> <p>Results have still to be analysed in more detail but indication is that Staff Satisfaction has been maintained despite major change in the last year. There are some key issues to address though</p> <p><b>Action:</b> Focus groups &amp; staff events planned in May/June 2010 for all staff (Core Council &amp; SWOne Secondees) to dig deeper into the causes/ effects etc</p>
6.6	<b>Embed 'thematic working'</b> Develop new ways of working and behaviours that are more flexible, involve project working and less rigid structures.	Results from staff survey. Positive evidence in cross organisational working, effective project teams, greater staff flexibility leading to improved organisational performance		<p>Work is progressing well with major communication/engagement events (staff briefings) during May &amp; June. The Corporate Organisational Development plan sets down other initiatives for developing thematic working. This will be a long term initiative that will take time to embed, but progress is being made.</p> <p> The 2010 Staff Survey revealed that 64% of staff consider that 'co-operation between teams is good'</p>

## KEY TO ALERTS

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## 7. CORPORATE MANAGEMENT




Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
7.1	<b>Corporate Improvement Plan</b> Deliver the action plan, focussing on high priority areas	Deliver 95% of High priority Actions, and 80% of Medium priority actions by target dates		 <b>85%</b> of High priority actions on target or completed  <b>95%</b> of Medium priority actions on target or completed Based on detailed report considered at Corporate Governance Committee 15 Mar 2010. <b>ACTION:</b> Quarterly updates to Corporate Governance Committee and CMT at end June 10
7.2	<b>Audit &amp; Inspection (including CAA)</b> Ensure that statutory Audit & Inspection obligations are met, and scores maximised	2009 Use of Resources result (based on 2008/09 financial year) - target score of 3		Comprehensive Area Assessment (CAA) has been abolished.  The 2008/09 CAA Organisational Assessment score for TDBC = 2, the same rating as 2/3rds of all English districts & a harder test than previous regime. Balanced against the level of change at TDBC, a score of 2 is a realistic assessment and our target for 2009/10 assessment should be to maintain the 2.
		2009/10 Final Accounts unqualified		External audit are undertaking substantive testing of the significant items in the accounts, which will determine their accuracy overall.
7.3	<b>Equalities &amp; Diversity</b> Enhance the Council's approach to Equalities & Diversity	Equality Standard: 'Achieving' level by 2011		Training and support for Services has been delivered, partnership working with Southwest One and partner authorities is delivering on many aspects of the framework. However to keep the authority on track to achieve this target, ultimate responsibility lies with Theme Managers to deliver Equality Action Plans and actions from Equality Impact Assessments.
7.4	<b>Risk Management</b> To ensure major risks are managed by embedding Risk Management Strategy	Delivery of RM Strategy Action Plan		<b>89%</b> of actions are on target or completed Based on detailed report considered at Corporate Governance Committee 15 Mar 2010. <b>ACTION:</b> Quarterly updates to Corporate Governance Committee and CMT at end June 10. Current priorities: review of arrangements & an audit of risk management status in projects & partnerships; completion of Service/Theme risk registers

7.5	<b>Value for Money / Benchmarking</b> To ensure that Services provide excellent value for money	Council Tax charges – in lowest quartile		TDBC 2009/10 precept was within lowest 10% nationality
		Target efficiency savings at areas with poor VfM		The Council has significantly reduced its expenditure and re-prioritised services recently in order to balance its budget. The Core Council Review has been a key factor in this which aims to ensure the Council is fit for purpose to deliver our vision through widening roles and new ways of working. It is also delivering substantial efficiency savings. (See also Ref 3.7)
7.6	<b>Asset Management</b> Develop the Council's Asset Management arrangements	Finalise and implement new AMP Apr-10		The AMP has been approved by CMT and Portfolio Holders, & went to Corporate Scrutiny 20th May (now awaiting final approval by Executive). Some ongoing delays due to resourcing, notably clarifying budgets to enable the full condition survey to proceed. Once undertaken the planned maintenance programme can be developed, agreed and implemented. Ambiguity on budgets to complete works needs resolving. A pilot survey for Wellington Leisure Centre has now been completed. <b>Action:</b> Finance to continue to work with Property & FM to improve budget structure and confirm available funds, prior to programme being developed.
		Target 70% of maintenance spend planned	N/A	Not yet able to report % of planned to reactive maintenance spend ratio due to reporting problems
7.7	<b>Health &amp; Safety</b> To take Health & Safety forward	Delivery of H & S Action Plan		<b>Plan still at 15% completed</b> and progress will happen now the Core Council Review is in place and managers start to risk assess their responsibilities. Health & Safety continues to receive high level support from the Scrutiny and Corporate Governance Groups. <ul style="list-style-type: none"> <li>• H&amp;S Committee and consultation with Trade Union Appointed Representatives continues to make progress.</li> <li>• Employers Joint Secretary role still awaiting final resolution, but Kevin Toller is currently covering.</li> <li>• Format of strategic H&amp;S Policy documentation provisionally agreed with the joint Secretaries and key policies will form briefing pack for refresher training for managers within new Themes.</li> <li>• Sharepoint to be populated with strategic policies.</li> <li>• Winter Working policy and Ten harmonised policies expected to be an agenda item for CCM? shortly.</li> </ul>



				<ul style="list-style-type: none"> <li>No significant injury accidents or incidents or trends to report for this quarter.</li> </ul>
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## KEY TO ALERTS

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# Taunton Deane Borough Council

**Executive - 16 June 2010**

## **2009/2010 Budget Outturn Report**

### **Joint Report of the S151 Officer and the Financial Services Manager**

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

#### **1 Executive Summary**

- 1.1 The 2009/10 Provisional General Fund Revenue Outturn is a deficit of £10,100, which represents an underspend of £8,500 against the Final Budget for the year. General Fund reserves as at 31 March 2010 stand at £1.564m (subject to audit). This is above the minimum reserves expectation within the Council's Budget Strategy.
- 1.2 The 2009/10 General Fund Capital Programme total expenditure for the year amounted to £4.562m, which is £1.925m below the total budget for the year. The underspend in the year is predominantly due to slippage, with officers requesting that £1.027m is carried forward to the 2010/11 Capital Programme budget. The Council has made good use of external funding to support its capital investment, not least related to Project Taunton.
- 1.3 The Housing Revenue Account Outturn for 2010/11 is £0.963m below budget. This is largely due to underspend on maintenance (asbestos and exterior high-level work). The HRA Reserves position (or "working balance") carried forward into 2010/11 is therefore a credit of £2.685m (subject to audit).
- 1.4 HRA Capital Programme total expenditure in 2009/10 totalled £5.142m, related largely to the Council's continued investment in Decent Homes. This outturn results in underspend against the HRA Capital Programme budget for the year of £1.582m.
- 1.5 The Deane DLO has made a provisional overall trading surplus of £355,500.
- 1.6 The Deane Helpline has made a trading deficit in the year of £102,500.
- 1.7 Overall, the outturn performance is a marginal improvement on the position reported in the Q3 forecast reported to Executive in early March 2010.
- 1.8 The reported outturn position remains subject to external audit as part of the annual audit of the Statement of Accounts.

#### **2 Purpose**

- 2.1 To update the Executive on the outturn position of the Authority on revenue and capital expenditure for the General Fund, Housing Revenue Account and trading

services for 2009/10.

- 2.2 A key feature of well-regarded councils is their ability to manage performance effectively. Effective financial management forms an important part of the Council's overall performance management framework
- 2.3 The outturn position reported for the HRA and GF contains some estimated figures for government subsidies on housing and council tax benefit. The final figures for these will not be available in time for the final accounts to be produced. Should the final figures differ significantly from those used in closing down the accounts for 2009/10, a further report will be presented to Members giving the updated position on subsidy and the implications for the Councils reserves.
- 2.4 The following outturn figures will therefore be used to prepare the Council's Statement of Accounts, which will be presented to the Corporate Governance Committee on 28 June 2010.

### **3 2009/10 Financial Performance**

- 3.1 There have been a number of significant challenges faced by the Council this year, and these have had an impact on the overall financial position for the authority. These include:
  - The general economic climate and the recession in the UK, which has been the worst seen in this country for 60 years.
  - Major changes within the Council's organisation with the ongoing review of the Core Council structure.
  - The implementation of a new finance system and changes in ways of working as part of the wider business transformation programme.
- 3.2 The above issues have impacted on the Council's services and financial performance in a variety of ways. However, the Council has continued to operate within the framework of its Budget Strategy and the overall financial standing at the end of the financial year is sound.
- 3.3 Members have been presented with regular budget monitoring information, with quarterly performance reports submitted to the Executive and Corporate Scrutiny during the year. The reports provided members with the forecast outturn position and the likely impact on reserves.
- 3.4 The following sections provide a summary of the 2009/10 outturn and reserves position for General Fund and HRA services.

### **4 General Fund - Revenue**

- 4.1 The General Fund Revenue Account Outturn for 2009/10 is a small deficit of £10,100, as shown in the following table. This compares favourably to the approved Final Budget Deficit (after taking into account approved supplementary estimates during the year) of £18,600. A detailed statement of the revenue outturn position is provided in Appendix A.

	Final Budget £'000	Outturn £'000	Variance	
			£'000	%
Net expenditure on services	15,299	14,218	(1,081)	(7%)
Other operating costs	865	447	(418)	(48%)
Capital adjustments	(1,930)	(1,535)	395	20%
Capital costs funded from revenue	0	493	493	-
Grants and local taxation	(14,216)	(14,216)	0	0%
DLO trading account	0	(356)	(356)	-
Deane Helpline trading account	0	103	103	-
Transfers to earmarked reserves	0	856	856	-
<b>Total for the Year</b>	<b>18</b>	<b>10</b>	<b>(8)</b>	<b>(44%)</b>

4.2 Net expenditure on services was in excess of £1m below budget. This difference has arisen for a variety of reasons, with the following key areas adversely affecting the council's outturn for the year.

- The ongoing depression in housing and construction has adversely affected income from Planning Fees.
- Reduced tonnages of recyclable waste have reduced recycling credits received by the Somerset Waste Partnership from SCC, the cost of which is passed through to partner authorities including TDBC. This reduction is in line with the national trend and is thought to be linked to the recession.

4.3 Conversely, there have also been significant underspends in a number of areas including:

- Concessionary Fares costs are below budgeted expectation, which is linked to demand for this service and also work undertaken by Somerset County Council on our behalf to negotiated prices with transport contractors.
- The staff pay award was 1.5% less than anticipated when the budget was set.
- Planning Delivery Grant income which is transferred to earmarked reserves to support expenditure next year.
- Capital charges were below budget by £0.4m which is offset by the £0.4m variance against 'below the line' capital adjustments. These two items taken together net to zero in line with capital accounting regulations.

4.4 In areas of the budget below net expenditure on services, there are other major variances including:

- Interest costs and income were both favourable compared to the budgets, reflecting low interest rates generally, but also a significant exceptional interest income of £371,000 related to VAT refund windfall in the year.
- Net transfers to earmarked reserves total £856,000, representing funds that are proposed to be set aside for expenditure commitments in future years.
- Capital adjustments, where charges for depreciation and impairment as well as amortisation of deferred government grants that are included in the Net Services Expenditure are reversed 'below the line' in line with capital accounting regulations.

4.5 The outturn position for the DLO and Deane Helpline are further explained later

in this report.

- 4.6 A more detailed analysis and explanation of the key variances to budget is provided in Appendix B. This analysis also includes a comparison with the Q3 forecast, highlighting the main movements between the Q3 forecast and the outturn position.
- 4.7 A more detailed analysis of the treasury performance (investments and borrowing) is provided in the Treasury Management Outturn 2009/10 and 2010/11 Update included separately on the agenda for this meeting.

## 5 General Fund – Reserves

- 5.1 The General Reserves balance at the start of the financial year was £1.574m. The 2009/10 final budget required a total of £18,600 from the General Fund Reserve to support expenditure, however the net underspend for the year means that only £10,100 is required to be taken from reserves in 2009/10. The following table provides an analysis of the budget and actual movement on the General fund Reserves balance.

	Budget £'000	Actual £'000
Balance brought forward 1 April 2009	1,574	1,574
Original Budget Contribution to Reserves	156	
Supplementary Estimates	(174)	
Net Outturn for the Year	(18)	(10)
Balance carried forward 31 March 2010	1,556	1,564

- 5.2 As the table shows, the General Reserves balance has marginally decreased with the balance (subject to audit) standing at £1.564m at 31 March 2010. The Council's Budget Strategy suggests that the minimum balance should be £1.25m, therefore the above closing balance indicates that Council balances are healthy by comparison.

### Earmarked Reserves

- 5.3 The Council can also set aside funds for specific purposes to be used in future years. The General Fund Revenue Outturn includes a proposed net transfer to earmarked reserves in the year of £856,000. Appendix C provides a more detailed breakdown of the earmarked reserves and their movement during the year. The proposed balance includes just under £2m for capital financing purposes and over £6.8m for future expenditure on services.
- 5.4 The following table provides a summary of the transfers during the year. For completeness, the table includes funds set aside for both general fund and HRA services to give the total amount of earmarked funds across all council services. The HRA outturn is included later in this report.

<b>Earmarked Reserves</b>	<b>General Services £'000</b>	<b>Housing £'000</b>	<b>Total £'000</b>
<b>Balance brought forward 1 April 2009</b>	<b>6,454</b>	<b>1,025</b>	<b>7,479</b>
Transfers from reserves to support expenditure on services	-388	0	-388
Transfers from reserves for financing of capital expenditure	-493	-1,286	-1,779
Transfers to reserves for use in future years on services expenditure	1,537	130	1,667
Transfers to reserves for future financing of capital expenditure	200	1,669	1,869
<b>Net Transfers During the Year</b>	<b>856</b>	<b>513</b>	<b>1,369</b>
<b>Proposed Balance 31 March 2010</b>	<b>7,310</b>	<b>1,538</b>	<b>8,848</b>

- 5.5 The S151 Officer will be undertaking a full review of earmarked reserves following the completion of the outturn position. As part of the financial year end process, officers have been asked to confirm the continuing requirement for which the funds were set aside, and provide a firm indication of the financial year(s) within which the reserves are expected to be used. This review is due to be completed in the coming weeks and will be reported to Executive at the end of July 2010.

## **6 General Fund – Capital**

- 6.1 The General Fund Capital Programme for the year had a final budget for the year of £6.487m. The Council planned to support a major share of this investment through use of external capital grants and contributions. The major areas of planned capital spend included: continued investment in Project Taunton; grant support for private and social sector housing; and investment in play facilities in the borough.
- 6.2 The following table provides the draft outturn figures for 2009/10, summarised by Portfolio. The table shows a total capital expenditure of £4.562m, which is 30% below the budget for the year.

***Table: Capital Programme 2009/10 Provisional Outturn Summary***

	<b>Budget 2009/10 £'000</b>	<b>Actual 2009/10 £'000</b>	<b>Variance £'000</b>
Corporate Resources	299	91	-208
Economic Development	145	100	-45
Environmental Services	154	80	-74
Housing (Non-HRA)	1,594	498	-1,096
Sports, Parks and Leisure	861	356	-505
Planning Policy & Transportation	108	111	3
Project Taunton	3,326	3,326	0
<b>Grand Total</b>	<b>6,487</b>	<b>4,562</b>	<b>-1,925</b>

- 6.3 As the table shows, all but one of the portfolio groups of schemes/projects is

underspent against the budget.

- 6.4 For Housing, the major areas of underspend relate to Private Sector Housing Renewal Grants and Grants to Residential Social Landlords. Limited capacity through staff shortages have had an impact although the underspend is primarily due to a significant reduction in demand. It is therefore proposed to carry forward budget to 2010/11 equivalent only to the unused proportion of the Regional Housing Pot Capital Grant.
- 6.5 Under Sports, Parks and Leisure, the underspend against the budget for the year is predominantly due to slippage for ongoing projects that will be completed in 2010/11.
- 6.6 Appendix D provides the Capital Programme Provisional Outturn by Project, and also sets out the proposed carry forward of £1,026,580 capital budget approval to 2010/11. The following table summarises the planned sources of funding for the carry forward amount. As shown, the proposed carry forward can be fully supported by the roll forward of existing sources of funds.

**Table: Proposed Funding for Capital Programme Carry Forward**

	<b>£'000</b>
Regional Housing Pot Capital Grant rolled forward	262
S106 contributions for Play projects rolled forward	391
Capital Reserves rolled forward	374
<b>Total Funding for Carry Forward to 2010/11</b>	<b>1,027</b>

## **7 Housing Revenue Account (HRA)**

- 7.1 The Housing Revenue Account (HRA) has been closed using estimated subsidy figures. On 28 May 2010 it was confirmed that the final payment to DWP would be £20,000 higher than the estimate. As the subsidy payment is almost £5,900,000 the difference is not material enough to reopen the account at this late stage of reporting.
- 7.2 The HRA 2009/10 Outturn is an underspend of £963,000 (93% of total budget) as shown in the following table, and compared to a forecast underspend of £898,000 in the "Financial and Performance Monitoring – Quarter 3 2009/10" report to Executive in March 2010. A detailed statement of the outturn position is provided in Appendix E and the headline figures are:

	Final Budget £'000	Outturn £'000	Variance £'000    %	
Net cost of services	(1,029)	(2,133)	-1,104	-107
Other operating costs and income	265	405	+140	+53
Transfers to/from reserves	1,799	1,799	0	-
<b>Totals</b>	<b>1,035</b>	<b>72</b>	<b>963</b>	<b>-126</b>

- 7.3 Variances in both income and expenditure are recorded in great detail across over 70 cost-centres and can be viewed in several different formats as each audience prefers. The main variances to the approved budget for the year in this

format as previously reported to Members are summarised as follows:

*Net cost of services:*

- An underspend of £75,000 (2%) on the costs of managing the service. There was an underspend on training offset by spending on temporary staff and a small net overspend on salaries and on-costs after netting-off redundancy costs. Underspend in supplies and services were mainly from areas such as waste disposal, fees and equipment which services report as dependent on need.
- A net underspend of £767,000 (22%) on premises costs, with a range of slippage from exterior high-level maintenance work (deferred to a more efficient scheduled programme utilising specialist equipment), asbestos work, and underspend on utilities in general.
- A decrease of £238,000 (4%) in the “government (negative) subsidy” paid to CLG as part of the central government rent convergence policy, introduced in the early 2000’s with the aim that LA and HA tenants will eventually pay similar rents for similar properties in similar areas.

*Other operating costs and income:*

- A saving of £126,000 (22%) in interest costs charged at a CRI (consolidated rate of interest) rate of 3.05%.
- A drop of £267,000 in interest income received at an ARI (average rate of interest) of 0.93%.

7.4 A more detailed analysis and explanation of the key variances to budget is provided in Appendix F. This analysis also includes a comparison with the Q3 forecast, highlighting the main movements between the Q3 forecast and the outturn position.

## **8 HRA Reserves**

8.1 The HRA Reserve “working balance” at the start of the financial year was £2,757,000. The 2009/10 budget required a total of £1,035,000 from this working balance to support expenditure. The underspend detailed in paragraphs 7.2 and 7.3 reduces this sum to £72,000 and the following table provides an analysis of the budget and actual movement on the HRA Reserves balance during the year.

***Table: HRA Reserves balance***

	Budget £'000	Actual £'000
Balance brought forward 1 April 2009	2,757	2,757
Net outturn underspend for the year 2009/10	1,035	72
Balance carried forward 31 March 2010	1,721	2,685

8.2 As the table shows, the HRA working balance has decreased by £72,000 with the balance (subject to audit) standing at £2,685,000 at 31 March 2010. This is well above the minimum amount of £900,000 (approx £150 per property) recommended within the Council’s Budget Strategy. With a budgeted closing balance of £1,721,000, the working balance was expected to be £280 per property while it is now around £440. However, Members may wish to note that HRA properties are maintained over an 8-year cycle within the 30-year Business Plan, and so working balances held per property could change significantly year-



on-year depending on the level of maintenance outstanding.

## 9 HRA Capital Programme

9.1 HRA capital expenditure for the year totalled £5,142,000, which is £1,582,000 (24%) below the annual budget - the service has advised that as much of the work is demand-driven and also generally carried-out at times agreed with tenants, budget variances are inevitable. The investment during 2009/10 has enabled the Council to continue to improve the quality of kitchens, bathrooms, roofing and heating in its housing stock through the "Decent Homes Initiative". Other work ranged from improving the facilities provided with tenants with mobility difficulties (through the Disabled Facilities Grant [DFG] scheme) to preparing communal aerials for the switchover to digital televisions. The following table provides a high level summary of the capital expenditure outturn for 2009/10.

**Table: HRA Capital Programme 2009/10 Provisional Outturn Summary**

<b>Scheme Heading (summary)</b>	<b>Budget 2009/10 £'000</b>	<b>Outturn 2009/10 £'000</b>	<b>Variance 2009/10 £'000</b>	<b>Proposed C/Forward to 2010/11 £'000</b>
<b>Decent Homes</b>	5,087,550	4,558,709	(528,841)	528,841
<b>Other Works</b>				
Lindley House	627,000	145,732	(481,268)	481,268
Disabled Facilities Grants (HRA Stock)	300,000	275,623	(24,377)	24,377
Aids and Adaptations	290,320	80,659	(209,661)	209,661
Works to Priory Depot	108,800	24,758	(84,042)	0
Other schemes	280,640	56,660	(223,980)	223,980
Cash Incentive Scheme	19,990	0	(19,990)	19,990
Tenants Improvements	9,700	0	(9,700)	9,700
<b>Sub-total</b>	<b>1,636,450</b>	<b>583,432</b>	<b>(1,053,018)</b>	<b>968,976</b>
<b>GRAND TOTAL</b>	<b>6,724,000</b>	<b>5,142,141</b>	<b>(1,581,859)</b>	<b>1,497,817</b>

9.2 The variances against the capital projects are predominantly due to slippage of expenditure into 2010/11:

- the Decent Homes initiative works have to be scheduled around tenants' preferences and each property's availability for work to its roof, heating, kitchen and bathroom;
- the Lindley House scheme will be completed during 2010/11;
- there was very low take-up of the 'aids and adaptations' scheme covering small works (ranging up to around £6,000 each);
- works to Priory Depot have now been completed;
- both the Tenants Improvements and Cash Incentive Scheme are demand-driven by tenants themselves and so can vary considerably from budget.

Other schemes (detailed at Appendix G):

- soundproofing work is mainly on duplex flats and therefore access can often be restricted, delaying the work and slipping the budget;
- DDA work is primarily for the meeting halls, and any work done during 2009/10 was likely to have been included in revenue spend;

- the survey for asbestos work was delayed and the work is now programmed for 2010/11 and 2011/12;
- the 'choice based letting system' budget covers maintenance and necessary upgrades for the software, so varies according to circumstance each year.

9.3 As all of the underspend apart from the completed 'Works to Priory Depot' relates to slippage, it is recommended that £1,497,820 is carried forward and added to the approved Capital Programme Budget for 2010/11. A detailed breakdown of the variances by scheme and the proposed carry forward amounts is provided in Appendix G.

## 10 DLO Trading Performance

10.1 During the year the Deane DLO made an overall trading surplus of £355,836.

10.2 A contribution of £185,600 to the General Fund from this surplus, regarding various savings proposals including partnerships as agreed in the approved budget for the year, leaves a balance of £169,936 to transfer to the DLO Trading Reserve.

10.3 A transfer from the Trading Account Reserve of £108,000 to the reserve set up for DLO Transformation Costs in 2010/11, together with the retained trading surplus results in a balance on Trading Reserve of £569,004 as at 31 March 2010.

10.4 The following table provides a summary of the trading performance for each unit for the year, and shows the impact on the reserve balance. Information from the previous financial year is included for comparison.

**Table: Deane DLO Outturn and Reserve Balance**

	2008/09 £'000	2009/10 £'000
<b>Reserve balance brought forward 1 April</b>	<b>-412</b>	<b>-507</b>
<i>Trading Surplus (-)/ Deficit for the year:</i>		
Highways	-6	9
Grounds Maintenance	41	-8
Building Maintenance	-136	-312
Cleansing	6	-1
Amounts to be allocated across the trading units for final outturn		-44
<b>Trading Surplus (-) / Deficit</b>		<b>-356</b>
Contribution to General Fund		186
<b>Net Retained Surplus (-) / Deficit</b>	<b>-95</b>	<b>-170</b>
Transfer to DLO Transformation Reserve		108
<b>Reserve balance carried forward 31 March</b>	<b>-507</b>	<b>-569</b>

Note: minus (-) reserve balance = surplus held

## 11 Deane Helpline

11.1 During the year the Deane Helpline made a deficit of £103,000. The balance on the Deane Helpline Trading Account at 31 March 2010 amounts to a deficit of £90,000. It should be noted that no in-year contribution to the General Fund was made. The shortfall is due primarily to £34,000 (5%) of increased staffing costs

driven by high levels of sickness and the cost of covering those absences through the control room rota (being managed very differently during 2010/11) and to a £118,000 gap in actual income achieved. Managers of the Helpline have responded rapidly to the year-end result, advising that the Core Council review has re-established a designated manager in post for this service, removed a single external contract that the Council was making a substantial loss on, and made adjustments to the Control Centre rota to put more control with management of this, so establishing better control of our staff expenditure, and lastly removed some shifts from the rota which will also reduce staff overheads.

- 11.2 The income gap is now being investigated in detail by the current Helpline management team with the support of Finance specialists; it is possible that all income streams were not collected, for a variety of reasons, and a detailed review of around 14,000 transactions will be completed by the end of June. The review will identify any uncollected income and also set up documented regular income-processing and monitoring arrangements.

## **12 Efficiency and Value for Money Gains (NI179)**

- 12.1 At the time of submitting this report officers are continuing to finalise the outturn Value for Money gains. A verbal update will be provided at the meeting.

## **13 Recommendations**

- 13.1 The Executive are recommended to:
- a) Note the draft outturn position for General Fund and HRA revenue and capital budgets for 2009/10.
  - b) Recommend that Full Council approves net transfer of £856,000 to earmarked reserves for use on General Fund Services, and £513,000 to earmarked reserves for use on HRA Services, in 2010/11 or later years, as set out in the report and in Appendix C.
  - c) Recommend that Full Council approves the Carry Forward of General Fund Capital Programme Budget totalling £1,026,580 for slippage into 2010/11 as set out in Appendix D, and the carry forward of HRA Capital Programme Budget of £1,497,820 for slippage into 2010/11 as set out in Appendix G.
  - d) Recommend that Full Council approves a Supplementary Estimate of £8,500 within the Leisure Portfolio for entry in the Taunton Flower Show in 2010, to be funded by a one-off transfer from the DLO Trading Account Earmarked Reserve in 2010/11; and Executive requests that funding for entry in the Show in future years be considered as part of budget setting for 2011/12.

## **Appendices:**

- A – General Fund Revenue Account 2009/10 Outturn Statement
- B – General Fund Revenue Account Variances
- C – Earmarked Reserves 2009/10
- D – General Fund Capital Programme 2009/10 Outturn Statement
- E – Housing Revenue Account 2009/10 Outturn Statement
- F – Housing Revenue Account Variances
- G – HRA Capital Programme 2009/10 Outturn Statement

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**Background Papers:**

- Executive 4 February 2009, Revenue Budget Setting 2009/10
- Executive 3 March 2010, Financial and Performance Monitoring - Quarter Three 2009/10

## APPENDIX A

### TAUNTON DEANE BOROUGH COUNCIL GENERAL FUND REVENUE OUTTURN 2009/10

Actual 2008/09 £	Portfolio	Original Budget 2009/10 £	Final Budget 2009/10 £	Actual Expenditure 2009/10 £	Variance £
0	Communications	0	(97,130)	0	97,130
907,316	Community Leadership	769,860	94,340	144,629	50,289
1,300,560	Corporate Resources	1,427,290	810,300	1,120,382	310,082
3,058,500	Economic Dev. Property & Tourism	1,025,060	1,117,450	1,331,786	214,336
4,788,969	Environmental Services	4,651,360	4,758,530	4,530,529	(228,001)
1,958,773	General Services	1,021,470	1,573,770	1,522,350	(51,420)
2,612,194	Housing Services	2,595,880	3,360,590	2,219,555	(1,141,035)
1,250,138	Planning Policy & Transportation	817,060	848,650	437,313	(411,337)
2,907,270	Sports, Parks & Leisure	2,817,150	2,832,980	2,911,653	78,673
<b>18,783,720</b>	<b>Total Service Expenditure</b>	<b>15,125,130</b>	<b>15,299,480</b>	<b>14,218,197</b>	<b>(1,081,283)</b>
(4,500,498)	Capital Charges Credit	(1,930,000)	(1,930,000)	(1,535,320)	394,680
406,033	Interest Payable on Loans	266,090	266,090	217,663	(48,427)
275,716	Minimum Revenue Provision	332,910	332,910	364,408	31,498
(733,802)	Interest Income	(167,000)	(167,000)	(197,134)	(30,134)
0	VAT Interest Income (Exceptional item)	0	0	(370,716)	(370,716)
0	DLO Trading (Surplus)/Deficit	0	0	(355,536)	(355,536)
0	Deane Helpline Trading (Surplus)/Deficit	0	0	102,504	102,504
0	Net Transfers to/from Earmarked Reserves	0	0	855,757	855,757
0	Revenue funding of capital expenditure	0	0	493,155	493,155
<b>14,231,169</b>	<b>Authority Expenditure</b>	<b>13,627,130</b>	<b>13,801,480</b>	<b>13,792,978</b>	<b>(8,502)</b>
29,190	Special Expenses	30,620	30,620	30,620	0
<b>14,260,359</b>	<b>Borough Expenditure</b>	<b>13,657,750</b>	<b>13,832,100</b>	<b>13,823,598</b>	<b>(8,502)</b>
371,799	Parish Precepts	402,703	402,703	402,703	0
<b>14,632,158</b>	<b>Budget Requirement</b>	<b>14,060,453</b>	<b>14,234,803</b>	<b>14,226,301</b>	<b>(8,502)</b>
(7,346,302)	Contribution from NNDR Pool	(6,935,368)	(6,935,368)	(6,935,368)	0
(1,022,665)	Revenue Support Grant	(1,600,772)	(1,600,772)	(1,600,772)	0
50,486	Surplus on Collection Fund: Council Tax	81,600	81,600	81,600	0
(5,696,780)	Council Tax	(5,761,663)	(5,761,663)	(5,761,663)	0
<b>616,897</b>	<b>Contribution (to)/from General Fund Balances</b>	<b>(155,750)</b>	<b>18,600</b>	<b>10,098</b>	<b>(8,502)</b>

#### GENERAL FUND RESERVE BALANCE 2009/10

Actual 2008/09 £		Original Budget 2009/10 £	Final Budget 2009/10 £	Actual Expenditure 2009/10 £	Variance £
<b>644,640</b>	<b>Balance b/f 1 April</b>	<b>1,574,008</b>	<b>1,574,008</b>	<b>1,574,008</b>	<b>0</b>
(1,059,120)	Supplementary Estimates Agreed	0	(174,350)	(174,350)	0
396,680	Monies returned to Reserves	155,750	155,750	155,750	0
45,543	Net Underspend (Overspend) for the Year	0	0	8,502	8,502
<b>(616,897)</b>	<b>Net Contribution to/(from) General Fund Revenue Account</b>	<b>155,750</b>	<b>(18,600)</b>	<b>(10,098)</b>	<b>8,502</b>
1,546,265	Earmarked reserves returned to General Reserves	0	0	0	0
<b>929,368</b>	<b>Net Movement in Reserves</b>	<b>155,750</b>	<b>(18,600)</b>	<b>(10,098)</b>	<b>8,502</b>
<b>1,574,008</b>	<b>Balance c/f at 31 March</b>	<b>1,729,758</b>	<b>1,555,408</b>	<b>1,563,910</b>	<b>8,502</b>

## APPENDIX B

### EXPLANATION OF GENERAL FUND REVENUE 2009/10 OUTTURN VARIANCES

Budget Area	Explanation	2009/10 Outturn Variance £'000	Q3 Forecast Variance £'000	Change since Q3 Forecast £'000
<b>Expenditure on Services</b>				
<b>Community Leadership</b>				
Community Leadership	There are a range of minor variances across various cost centres.	50	0	+915
<b>Corporate Resources</b>				
Information Technology	The main variance is in ICT costs, including £170k of costs related to software which is chargeable to revenue whereas budget provision had been included in the capital budget.	205	0	205
Legal Services	Loss of income due to not having as many s.106 agreements as anticipated last year due, to the economic climate.	13	12	1
Discretionary Rate Relief	The outturn variance is predominantly due to budget being set on historic trends that are now outdated. This has been corrected in the 2010/11 budget.	(86)	(49)	(37)
Performance and Client	Costs required supporting the TDBC website project, which were not included when the original budget for the year was set.	40	30	10
Housing Benefit Subsidy	This figure relates largely to the 2007/08 benefit subsidy return which was scrutinised by the Audit Commission. The DWP made a decision in June 2009 that we had claimed too much subsidy for overpaid benefit and we had to repay £14k which relates to 0.05% of the total claim.	18	14	4
Housing Benefit Admin Subsidy	The DWP has given extra administration subsidy to local authorities as they have recognised the increase in caseload in the current economic climate. Southwest One delivers this function for us at a fixed price. The extra subsidy is therefore retained by TDBC.	(74)	(42)	(32)
Electoral Registration	The increase in resources required due to recent changes in legislation has not been as great as was expected (for this financial year only).	(9)	(10)	1
<b>Economic Development</b>				
Grants	The Council provided a one-off additional contribution to the Brewhouse Theatre	10	0	10
Markets and Visitors Centre	No budget provided for NNDR payments	20	0	20

Budget Area	Explanation	2009/10 Outturn Variance £'000	Q3 Forecast Variance £'000	Change since Q3 Forecast £'000
Taunton Market site	Income from rented property is below the expectation when the budget was set; and car park of the site has not yet been turned into a pay and display car park.	22	20	2
<b>Environmental Services</b>				
Environmental Services	The service has contained expenditure below budget for the equipment and other running costs across the service.	(20)	(14)	6
Waste Collection and Recycling	The information supplied by SWP shows a further increased cost due to reduced tonnages of recycling being collected, which in turn reduces the recycling credits received from SCC. These reduced levels of recycling are being experienced nationally and are thought to be linked to the recession.	139	145	(6)
Crematorium	The actual numbers of cremations fell in the last quarter when compared with the same period in 2008/09, which has resulted in lower income from fees than previously forecast.	11	(32)	43
Land Charges	Although overall income is below budget, which is expected in the current economic climate, the search costs recharged by SCC are also reduced resulting in a net saving in the year.	(22)	5	(27)
<b>Housing Services</b>				
Housing - Homelessness	Bed and Breakfast income fell by a little more than predicted at Quarter 3, and net Private Sector Landlords (PSL) lease costs increased by £3k due to taking on two additional properties.	10	10	0
Housing – general	The service contained demand-driven rent and B & B costs by over £183k by the year-end. Support Service recharges are also less than anticipated when the budget was set.	(364)	0	(364)
Housing – capital charges	Housing capital charges were less than budget, reflecting the underspend in the Housing capital grants expenditure and grant income received from Homes and Communities Agency.	(767)	0	(767)
<b>Planning, Policy &amp; Transportation</b>				
Planning	The loss of income was due to the slowdown in the Housing market, although there was an upward trend indicating an improvement in market conditions towards the end of the financial year.	191	250	(59)
Car Parking (off street)	Car parking income has exceeded the budget overall for the year, influenced by the delayed redevelopment of Castle Green. The outturn is slightly down on the forecast at Q3, which could be attributable to the extreme weather conditions experienced this winter.	(26)	(60)	34

<b>Budget Area</b>	<b>Explanation</b>	<b>2009/10 Outturn Variance £'000</b>	<b>Q3 Forecast Variance £'000</b>	<b>Change since Q3 Forecast £'000</b>
Concessionary Fares	Concessionary Travel costs are below budget due to some one off costs not materialising, the increase in percentage use of service being slightly under what we anticipated and the work of SCC in negotiating fares.	(127)	(150)	23
<b>Sports, Parks and Leisure</b>				
Leisure Services (DLO)	Cost pressures identified earlier in the year related to staff costs have been offset by other managed savings within the service.	0	18	(18)
<b>Various</b>				
Pay Award – All Services	The 2009/10 pay award has been confirmed as 1%, whereas 2.5% was included when the budget was set in February.	(120)	(120)	0
Other minor variances across services in total		(195)	0	(195)
<b>Subtotal – Total Service Expenditure Net Variance</b>		<b>(1,081)</b>	<b>27</b>	<b>(1,108)</b>
<b>Other Costs and Income</b>				
Capital charges credit	Affected by the capital programme underspend in the same way as the capital charges above	395	0	395
Interest payable	Interest paid on loans has been charged at a consolidated interest rate of 3.5%, reflecting market movements during the year.	(48)	0	(48)
Minimum Revenue Provision	MRP is based on the 'capital financing requirement' a year in arrears, and so varies according to the capital programme delivered.	31	0	31
Interest Income	Interest received on working balances fell to an average rate of only 0.93%.	(30)	13	(43)
VAT Interest Income	Interest relating to the windfall VAT receipt reported to full Council in February 2010	(371)	0	(371)
DLO Trading Account	The surplus from building maintenance more than doubled to £312k.	(356)	0	(356)
Deane Helpline Trading Account	Costs were driven up by sickness absence, while a material shortfall in income is now being investigated.	103	0	103
Transfers to Earmarked Reserves	Covering a range – LABGI (Business Growth Incentive), HPDG (Housing Planning Delivery Grant), Core Council review costs, etc (see Appendix C)	856	0	856
Revenue funding of capital expenditure	The cost of new assets – vehicles, play equipment, ICT, etc – not funded by grants or borrowing.	493	0	493
<b>Subtotal Authority Expenditure Net Variance</b>		<b>1,073</b>	<b>13</b>	<b>1,060</b>
<b>Grand Total – General Fund Revenue Net Variance</b>		<b>(8)</b>	<b>40</b>	<b>(48)</b>



## APPENDIX C

### MOVEMENT ON EARMARKED RESERVES 2009/10

Reserve Heading	Balance 1 April 2009 £'000	Transfers To reserves £'000	Transfers From reserves £'000	Balance 31 March 2010 £'000
<b><i>For General Fund revenue purposes</i></b>				
Asset Management - Leisure	581	43	0	624
Asset Management - General	0	95	0	95
Core Council Review	64	411	(169)	306
Core Council Review - DLO	0	0	142	142
Corporate Training	63	20	0	83
DLO Trading Account Reserve	507	170	(108)	569
Growth Point Funding	239	0	(59)	179
Home Improvement Agency	192	0	0	192
Housing Enabling	783	0	0	783
Self Insurance Fund	750	0	0	750
LABGI Grant Funding	496	0	(73)	423
Local Plan Enquiry General Provisions	262	34	0	296
Planning Delivery Grant Funding	285	508	0	793
Other reserves	1,095	256	(121)	1,231
<b>Sub-total</b>	<b>5,317</b>	<b>1,537</b>	<b>(388)</b>	<b>6,466</b>
<b><i>For General Fund capital financing purposes</i></b>				
DLO Vehicle Replacement Reserve	92	0	(86)	6
Capital Financing Reserve - General Fund Projects	1,045	200	(407)	838
<b>Sub-total</b>	<b>1,137</b>	<b>200</b>	<b>(493)</b>	<b>844</b>
<b><i>For HRA revenue purposes</i></b>				
HRA Heating Reserve	260	130	0	390
<b>Sub-total</b>	<b>260</b>	<b>130</b>	<b>0</b>	<b>390</b>
<b><i>For HRA capital financing purposes</i></b>				
Capital Financing Reserve - HRA Projects	765	1,669	(1,286)	1,148
<b>Sub-total</b>	<b>765</b>	<b>1,669</b>	<b>(1,286)</b>	<b>1,148</b>
<b>GRAND TOTAL</b>	<b>7,479</b>	<b>3,536</b>	<b>(2,167)</b>	<b>8,848</b>

## APPENDIX D

### GENERAL FUND CAPITAL PROGRAMME 2009/10 OUTTURN

Scheme Heading	Budget 2009/10 £'000	Outturn 2009/10 £'000	Variance 2009/10 £'000	Proposed C/Forward to 2010/11 £'000
<b>Corporate Resources</b>				
IT Improvements	138,150	75,298	(62,852)	35,602
CCTV Flook House	2,000	0	(2,000)	0
SAP Transformation Project	32,450	15,315	(17,135)	0
Procurement Transformation Project	114,140	0	(114,140)	0
Transformation Project Staff Backfill	12,240	0	(12,240)	0
<b>Sub-total</b>	<b>298,980</b>	<b>90,613</b>	<b>(208,367)</b>	<b>35,602</b>
<b>Economic Development &amp; Arts</b>				
Vehicle Acquisitions	138,230	86,270	(51,960)	51,960
Tone Mill	6,890	0	(6,890)	0
Highfields Nursery	0	13,795	13,795	0
<b>Sub-total</b>	<b>145,120</b>	<b>100,065</b>	<b>(45,055)</b>	<b>51,960</b>
<b>Environmental Services</b>				
Taunton/Bridgwater Canal	10,000	10,000	0	0
Neroche Project	14,700	0	(14,700)	0
Mercury Abatement Works (Extension and Filters)	85,000	0	(85,000)	85,000
Waste Initiative	44,000	70,053	26,053	0
<b>Sub-total</b>	<b>153,700</b>	<b>80,053</b>	<b>(73,647)</b>	<b>85,000</b>
<b>Housing</b>				
Disabled Facilities Grants - Private Sector	450,000	227,664	(222,336)	0
Private Sector Renewal Grants	335,000	5,000	(330,000)	0
Grants to RSLs	809,000	265,000	(544,000)	262,000
<b>Sub-total</b>	<b>1,594,000</b>	<b>497,664</b>	<b>(1,096,336)</b>	<b>262,000</b>
<b>Sports, Parks and Leisure</b>				
Play Equipment - Grants to Clubs	189,770	56,338	(133,432)	133,430
Play Equipment - Grants to Parishes	89,840	12,041	(77,799)	77,800
Play Equipment Replacement	20,000	19,637	(363)	0
Play Area - Lyngford	101,000	5,362	(95,638)	95,638
Play Area - Oake	50,000	1,735	(48,265)	48,265
West Monkton SCC	0	6,165	6,165	0
Play Area - Hamilton Gault	126,000	83,288	(42,712)	42,712
Play Area - Baldwin Road	25,000	1,310	(23,690)	23,690
Play Area - Vivary Park	87,000	0	(87,000)	87,000
Wheelspark - Hamilton Gault	173,000	89,516	(83,484)	83,484
Play Area - French Weir	0	81,078	81,078	0
<b>Sub-total</b>	<b>861,610</b>	<b>356,470</b>	<b>(505,140)</b>	<b>592,019</b>

<b>Scheme Heading</b>	<b>Budget 2009/10 £'000</b>	<b>Outturn 2009/10 £'000</b>	<b>Variance 2009/10 £'000</b>	<b>Proposed C/Forward to 2010/11 £'000</b>
<b><i>Planning</i></b>				
Parking Strategy - Payment Equipment Replacement	10,000	10,948	948	0
Contributions to Footpaths and Street lighting	25,000	0	(25,000)	0
IT System - Acolaid - Building Control	72,900	100,150	27,250	0
<b>Sub-total</b>	<b>107,900</b>	<b>111,098</b>	<b>3,198</b>	<b>0</b>
<b><i>Project Taunton</i></b>				
Project Taunton - Firepool (BWB)	1,338,970	1,338,975	5	0
Project Taunton - Castle Green	203,780	203,784	4	0
Project Taunton - Long Run Farm	245,040	245,038	(2)	0
Project Taunton - Somerset Square	694,700	694,697	(3)	0
Project Taunton - Unit 5 Canal Road	843,210	843,205	(5)	0
<b>Sub-total</b>	<b>3,325,700</b>	<b>3,325,699</b>	<b>(1)</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>6,487,010</b>	<b>4,561,663</b>	<b>(1,925,347)</b>	<b>1,026,580</b>

## APPENDIX E

### TAUNTON DEANE BOROUGH COUNCIL HOUSING REVENUE ACCOUNT OUTTURN 2009/10

Audited Actual 2008/09 £		Original Budget 2009/10 £	Final Budget 2009/10 £	Actual 2009/10 £	Variance 2009/10 £
		(1)	(2)	(3)	(4)
	<b>Income</b>				(2) – (3)
18,878,670	Dwelling Rents	20,303,520	20,400,380	20,006,633	29,126
458,011	Non Dwelling Rents	493,680		364,621	
534,520	Charges for Services/Facilities	479,800	485,670	398,892	86,778
237,580	Contribution towards expenditure on estates	246,820	246,820	246,820	-
484,540	Supporting People	396,740	396,740	455,896	(59,156)
-5,969,570	Government Subsidy	(6,112,310)	(6,112,310)	(5,874,006)	(238,304)
-	Subsidy-Housing Defects Act	-	-	-	-
<b>14,623,751</b>	<b>Total Income</b>	<b>15,808,250</b>	<b>15,417,300</b>	<b>15,598,856</b>	<b>(181,556)</b>
	<b>Expenditure</b>				
4,068,645	Management General	4,381,310	3,939,820	3,864,386	(75,434)
5,069,761	Maintenance	6,378,620	6,643,140	5,876,152	(766,988)
37,635,350	Capital Charges – impairments	-	-	-	-
4,041,090	Capital Charges – depreciation	3,704,420	3,704,420	3,704,420	-
255,602	Capital Charges – RECS	-	-	-	-
-33,630	Provision for Bad Debt	50,000	50,000	-	(50,000)
29,573	Debt Management expenses	51,120	51,120	21,157	(29,963)
-	Redemption costs	-	-	-	-
<b>51,066,391</b>	<b>Total Expenditure</b>	<b>14,565,470</b>	<b>14,388,500</b>	<b>13,466,115</b>	<b>(922,385)</b>
<b>36,442,640</b>	<b>Net Cost of Services</b>	<b>(1,242,780)</b>	<b>(1,028,800)</b>	<b>(2,132,741)</b>	<b>(1,103,941)</b>
	<b>Other operating costs and income</b>				
-37,635,350	Capital Charges – impairments	-	-	-	-
-255,602	Capital Charges – RECS	-	-	-	-
-510,840	Capital Charges – depreciation	-	-	-	-
724,088	Loan Charges – interest	566,910	566,910	440,766	(126,144)
-195,421	Interest Receivable	(302,100)	(302,100)	(35,170)	266,930
<b>-1,430,485</b>	<b>Net Operating Expenditure</b>	<b>(977,970)</b>	<b>(763,990)</b>	<b>(1,727,145)</b>	<b>(963,155)</b>
	<b>Appropriations</b>				
71,964	Transfer to Earmarked Reserve	130,000	130,000	130,000	-
1,647,258	Revenue Contributions to Capital	1,735,580	1,669,330	1,669,330	-
<b>288,737</b>	<b>(Surplus)/Deficit</b>	<b>887,610</b>	<b>1,035,340</b>	<b>72,185</b>	<b>(963,155)</b>

#### Working Balance

3,045,580	Balance brought forward 1 April 2009	2,646,570	2,756,810	2,756,810	0
(288,770)	Net Surplus/(Deficit) in Year	(887,610)	(1,035,340)	(72,185)	963,155
<b>2,756,810</b>	<b>Balance carried forward 31 March 2010</b>	<b>1,758,960</b>	<b>1,721,470</b>	<b>2,684,625</b>	<b>963,155</b>

## APPENDIX F

### EXPLANATION OF HOUSING REVENUE ACCOUNT 2009/10 OUTTURN VARIANCES

Budget Area	Explanation	2009/10 Outturn Variance £'000	Q3 Forecast Variance £'000	Change since Q3 Forecast £'000
<b><i>Expenditure on Services</i></b>				
Income	The total rent for the year analysed at year-end across dwellings and non-dwellings charges for services has varied by 0.15%	29	0	29
	Charges for services and facilities such as 'welfare' can be further analysed as the new SAP facilities develop, and can then be matched directly against the relevant costs.	86	0	86
	Government grants for 'supporting people' as analysed at year-end show a balance to carry-forward into 2010/11 in payment for these welfare services	(59)	0	(59)
	The £5,875,000 subsidy paid to CLG is "determined" each year using a complex formula, and CLG amended the 2009/10 subsidy formula in Spring 2009 after the budget was set.	(238)	0	(238)
	<b><i>Sub-total - income</i></b>	<b>(182)</b>		<b>(182)</b>
Expenditure	Further slippage in asbestos works. Following advice from the Audit Commission we have revised and enlarged upon our previous approach and are planning to use some specific professionals to survey and sample properties. It was initially difficult to secure the right personnel, but we have now overcome this and will aim to accelerate our procedure over the next financial year.	(227)	(213)	(14)
	Slippage in replacement of smoke detectors.	(50)	(50)	0
	The replacement of fascias and soffits which was scheduled to take place in 2009/10 has now been delayed until 2010/11; the budget of £650k has not been spent this year.	(650)	(650)	0
	A range of minor variances	5	15	(10)
	<b><i>Sub-total - expenditure</i></b>	<b>(922)</b>	<b>(898)</b>	<b>(24)</b>
<b><i>Subtotal –Variance on Net Cost of HRA Services</i></b>		<b>(1,104)</b>	<b>(898)</b>	<b>(206)</b>
<b><i>Other Operating Costs</i></b>				
	Capital financing costs - Interest paid at 3.5%	(126)	0	(126)
	Income - Interest received was at only 0.93%	267	0	267
<b><i>Subtotal – Other Operating Costs Net Variance</i></b>		<b>141</b>	<b>0</b>	<b>141</b>
<b>Grand Total – Housing Revenue Account Net Variance</b>		<b>(963)</b>	<b>(898)</b>	<b>(64)</b>

## APPENDIX G

### HOUSING REVENUE ACCOUNT 2009/10 CAPITAL PROGRAMME OUTTURN

Scheme Heading	Budget 2009/10 £'000	Outturn 2009/10 £'000	Variance 2009/10 £'000	Proposed C/Forward to 2010/11 £'000
<b>Decent Homes</b>				
Kitchen Improvements	5,087,550	3,561,668	(1,525,882)	1,525,882
Roofing	0	654,960	654,960	(654,960)
Windows	0	287,471	287,471	(287,471)
Heating Improvements	0	54,610	54,610	(54,610)
<b>Sub-total</b>	<b>5,087,550</b>	<b>4,558,709</b>	<b>(528,841)</b>	<b>528,841</b>
<b>Other Works</b>				
Lindley House	627,000	145,732	(481,268)	481,268
Disabled Facilities Grants (HRA Stock)	300,000	275,623	(24,377)	24,377
Aids and Adaptations	290,320	80,659	(209,661)	209,661
Works to Priory Depot	108,800	24,758	(84,042)	0
Asbestos Works	58,700	622	(58,078)	58,078
Community Alarm Systems	45,000	35,572	(9,428)	9,428
Soundproofing	37,800	0	(37,800)	37,800
Door Entry Systems	36,340	13,780	(22,560)	22,560
DDA Work	30,880	0	(30,880)	30,880
Communal TV Aerials	20,710	5,605	(15,105)	15,105
Choice based lettings system	19,440	1,040	(18,400)	18,400
Roland Close/Sneddon Gove - renovation works	16,770	41	(16,729)	16,729
Integrated Housing Management System	15,000	0	(15,000)	15,000
Cash Incentive Scheme	19,990	0	(19,990)	19,990
Tenants Imps.	9,700	0	(9,700)	9,700
<b>Sub-total</b>	<b>1,636,450</b>	<b>583,432</b>	<b>(1,053,018)</b>	<b>968,976</b>
<b>GRAND TOTAL</b>	<b>6,724,000</b>	<b>5,142,141</b>	<b>(1,581,859)</b>	<b>1,497,817</b>

**24/06/2010, Report:Housing Revenue Account Reform Proposals**

Reporting Officers:James Barrah

**24/06/2010, Report:Proposed changes to Pre-Planning Advice Charges and Crematorium fees**

Reporting Officers:Tim Burton,Paul Rayson

**18/08/2010, Report:Proposed extension of Wellington Cemetery**

Reporting Officers:Paul Rayson

**18/08/2010, Report:Firepool Compulsory Purchase Order**

Reporting Officers:Joy Wishlade

**18/08/2010, Report:Quarterly Corporate Performance/Finance Update (Quarter 1)**

Reporting Officers:Dan Webb

**18/08/2010, Report:Control of parking on TDBC Public Spaces**

Reporting Officers:Joy Wishlade

**15/09/2010, Report:Review of Essential Users and Car Allowances**

Reporting Officers:Martin Griffin

**13/10/2010, Report:Approval of Supplementary Planning Document for High Street, Taunton area**

Reporting Officers:Tim Burton

**10/11/2010, Report:Quarterly Corporate Performance/Finance Update (Quarter 2)**

Reporting Officers:Dan Webb

**16/02/2011, Report:Quarterly Corporate Performance/Finance Update (Quarter 3)**

Reporting Officers:Dan Webb