

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 1 December 2010 at 18:15.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Executive held on 10 November 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 Treasury Management Update 2010. Report of the Strategic Director (attached).
Reporting Officer: Shirlene Adam
- 6 Fees and Charges 2011/2012. Report of the Strategic Finance Officer (attached).
Reporting Officer: Maggie Hammond
- 7 Medium Term Financial Plan Update and 2011/2012 Savings Delivery Plan. Joint Report of the Strategic Finance Officer and the Financial Services Manager (attached). See also agenda item No. 12.
Reporting Officers: Maggie Hammond
Paul Fitzgerald
- 8 Deane DLO Internal Transformation - Interim Improvement Proposals. Report of the Strategic Director (attached).
Reporting Officer: Brendan Cleere
- 9 Review of inward investment activities delivered by the Into Somerset project and request for future funding. Report of the Economic Development Specialist (attached).
Reporting Officer: David Evans
- 10 New Executive Arrangements. Report of the Legal and Democratic Services Manager (attached).
Reporting Officer: Tonya Meers

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

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

- 12 Savings Delivery Plans - Confidential Appendices C and D. Joint Report of the Strategic Finance Officer and the Financial Services Manager (attached). Clause 1 - Information relating to an individual. Please also see Agenda Item No. 7.

Reporting Officers: Maggie Hammond
Paul Fitzgerald

- 13 Olympic Event. Report of the Economic Development Specialist (attached). Clause 3 - Financial or Business Affairs.

Reporting Officer: David Evans

Tonya Meers
Legal and Democratic Services Manager

24 November 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



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

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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 – 10 November 2010

Present: Councillor Williams (Chairman)
Councillors Cavill, Mrs Court-Stenning, Edwards, Hall, Hayward,
Mrs Herbert and Mrs Lewin-Harris

Officers: Penny James (Chief Executive), Shirlene Adam (Strategic Director), Joy Wishlade (Strategic Director), Dan Webb (Client and Performance Lead), Fiona Gudge (Principal Accountant), Tracey Healy (Trainee Accountant), James Barrahan (Community Services Manager), Richard Sealy (Performance and Client Manager), Paul Harding (Performance and Client Lead), Mark Green (Project Taunton Project Manager) and Richard Bryant (Democratic Services Manager).

Also present: Councillors Henley, House, Mrs Stock-Williams, A Wedderkopp and Mrs Wilson

(The meeting commenced at 6.15 pm.)

103. Minutes

The minutes of the meeting of the Executive held on 13 October 2010, copies of which had been circulated, were taken as read and were signed.

104. Public Question Time

Councillor A Wedderkopp made reference to the update that had been circulated recently concerning the Sort It Plus Scheme which had now been rolled out across the whole of Taunton Deane. An in-year saving of £182,000 on the contract charges had been reported. He felt that this was due to good management by the previous Liberal Democrat administration. He now wanted to know whether the Conservatives regretted voting against the Sort It Plus Scheme?

In response, the Chairman (Councillor Williams) stated that the Conservatives had not voted against the scheme. They had wanted the scheme to be phased in over a two year period. This was, more or less, what had happened in practice.

105. Declaration of Interests

Councillor Mrs Court-Stenning declared a personal interest as an employee of Somerset County Council.

106. Financial and Performance Monitoring – Quarter 2 2010/2011

Considered report previously circulated, which provided an update on the financial position and performance of the Council to the end of Quarter 2 of the 2010/2011 financial year (as at 30 September 2010). Details on the progress of Equality Actions Plans, Equality Impact Assessments and the Corporate Equality Scheme were also reported.

The monitoring of the Corporate Strategy, service delivery, performance indicators and budgets was an important part of the overall performance management framework.

Reported that a high level summary of successes and/or improvements in Quarter 2 included:-

- The General Fund Revenue showed a potential underspend of £299,000 (2.1%) against the budgeted net expenditure of £14,428,000. Much of this underspend (£250,000) related to savings from the revised Waste Collection and Recycling Contract;
- Council Tax and National Non-Domestic Rates debit collection rates were on course for the 2010/2011 target and the Quarter 2 results were an improvement on the same period last year;
- 99.8% of calls to the Customer Contact Centre were resolved at the first point of contact;
- The speed of processing Benefits claims (new and change of circumstances) were on course for the 2010/2011 target and an improvement on the same period last year;
- Three key Council projects were all reported as being on course (Housing Inspection Project, Core Council Review and Project Taunton); and
- Sundry Debts – The level of overdue debt owed to the Council fell by 34% between Quarter 1 and Quarter 2.

Further reported that areas either off course or where objectives were not being met included the Housing Revenue Account which was forecast for a £590,000 overspend for the year, procurement benefits which were behind the original forecast and complaints where only 56% had been responded to within the 10 day target time. Two further 'red alerts', due to the lack of data were Net additional homes provided and Ratio of Planned to Reactive Maintenance.

During the discussion of this item, the Chairman referred to the low number of "Net Additional Homes provided" as part of the Regeneration Corporate Aim. He asked whether the target ought to be reviewed taking into account the basis on which it had been set and whether the target was still current.

Resolved that:-

- (1) the report be noted; and
- (2) Full Council be recommended to approve a Budget Reduction of £250,000 in respect of the savings from the Waste Collection and Recycling Contract, with these funds being returned to the General Fund Reserves.

(Councillor Mrs Wilson, as an employee of Job Centre Plus, declared a personal interest during the consideration of the above item.)

107. **Housing Property Services Review**

Considered report previously circulated, concerning the review of Housing Property Services that had recently been undertaken.

An independent review by the consultants Turner and Townsend and advice from the Audit Commission had suggested that better separation between the Housing Property Services function and the DLO workforce should be provided.

Housing Property Services managed the Council's housing stock of 6,078 dwellings, as well as garages, meeting halls, shops, land and sewerage treatment works. The team also managed the repair, maintenance and improvement of 75 leasehold properties and the external repair and redecoration of 350 other leasehold properties.

The funding for this work was from two separate streams:-

- (1) **Capital** - Funded mainly improvement works and the Government's Decent Homes programme in the region of £4,500,000 to £5,000,000 per annum. The Council's stock now met the Decent Homes standard and, in accordance with tenants' wishes, Taunton Deane was now concentrating on a programme of bathroom refurbishment.
- (2) **Revenue** - Funded work mainly of a repair or maintenance nature in the region of £5,000,000 per annum – planned and responsive.

In addition, tasks performed by the team included Health and Safety issues, Asset Management database, Right to Buy and the sale of land. The current responsibilities of the services were detailed and included the repair and maintenance of Council housing assets, management of the Capital Investment Programme, gas servicing, electrical testing and smoke alarms, asbestos inspections and satisfaction monitoring.

These specific functions would involve activities for which a range of additional skills would be required in the new service. These would include the assessment of current stock conditions, future planning for asset developments, specifying works and standards, tendering for work and monitoring contracts.

Historical budgets and staffing cuts in the Housing Revenue Account had led to a closer working relationship between the Housing Property Services function and the DLO workforce. Whilst this had allowed the service to continue and had derived some benefits, the consultants had recommended that the Asset Management function should be separated and placed within a client function role. The Audit Commission had expressed concern about the need for the Council to demonstrate clear value for money and improving performance.

The review had been run in parallel with the wider DLO review and emerging issues had been discussed with the Housing Manager (Property Services) and the Strategic Director. Proposals primarily focussed on a new staffing structure for the service, but there were a number of other issues that needed to be addressed or required further investigation. Operational and service delivery issues would be included in an Action Plan.

The proposals were as follows:-

- (a) The Housing Property Service should be included in the Community Services Theme, which would allow it to work alongside the rest of the Housing Service and achieve the desired separation from the DLO;
- (b) Service Management – The Community Services Business Lead would assume responsibility for the support and office based staff in the current structure and the technical side of the structure would be managed by the Housing Manager (Property) and the Property Manager. Their roles would remain largely unchanged but with slightly different reporting lines. This would be a temporary arrangement as these posts would be subject to further review at a later date;
- (c) Surveying Team - The current structure included specific posts and roles. The new structure outlined a new Surveying Team which would incorporate the Clerk of Works posts and a Senior Assistant Quantity Surveyor. The remainder of the team would comprise four new posts of Building Surveyor;
- (d) Void Property Inspections – In future it was proposed that all the property aspects of the void property would be the responsibility of the Property Services Team, with the lettings and former tenants aspects being the responsibility of the Rents Recovery and Voids team;
- (e) Leasehold and Right to Buy – It was proposed that the work in relation to managing leasehold property accounts and administering right to buy requests should be transferred to the Rents Recovery and Voids Team;
- (f) Gas Safety – The Council's performance in complying with rigorous standards for gas inspections and appliance servicing had significantly improved in recent months. Much of the work towards this had been undertaken by a Technical Administrative Assistant who had developed a specialism in this particular area. It was proposed to re-name the post as Gas Safety Officer; and
- (g) Business Support - The Community Services Business Support Lead would assume responsibility for the support and office based staff in the current structure. The team would be increased to provide call centre cover and support for staff with the creation of a Housing Property Services Support Supervisor. A new post of Finance and Performance Officer would be created to monitor and process financial transactions for the team.

The proposals were intended to meet the objectives of the review and lead to a better service to tenants. Examples of the anticipated benefits included the following:-

- Streamlined arrangements in the void property process that aimed to improve the Council's performance on re-let times;
- Better capacity in the service to monitor performance and value for money on behalf of tenants and the Housing Revenue Account;
- Better capacity to check and challenge work undertaken on behalf of tenants to ensure value for money for tenants and high quality work on their homes.

- Improved efficiency by less reliance on external consultancy services for some specialist technical tasks;
- Building a more permanent workforce by addressing the many vacant posts and agency staff in the current structure; and
- Better co-ordination of Housing operational matters by the whole service being part of the same theme.

The Community Service Manager, James Barra, updated Members on the consultations that had taken place with the Staff Group and Unison in connection with the review. No revisions to the proposals were required as a result of these consultations.

Resolved that the proposals contained in the report relating to the Housing Property Services Review be approved.

108. **Delegation of Southwest One Shareholder powers in relation to new business/partners**

Considered report previously circulated, concerning the proposed delegation of part of the responsibilities held by Full Council as the Authority's "Shareholder" in Southwest One.

The intention with the Southwest One partnership had always been to expand it beyond the original founding partners to include other public authorities within the South-West region. Although no further partners had joined to date, the current economic climate was likely to result in many authorities looking for quick and innovative solutions to deliver savings.

The ability to win new business could require Southwest One to make quick decisions and/or to consider taking on business from outside of the region.

Taunton Deane, as a shareholder in Southwest One, would play a key part in the decision making process. Consequently there was a need to ensure that the Council could quickly turn around any decisions which needed to be made.

The contract with Southwest One provided for certain 'Reserved Matters', which could not be changed without the agreement of all of the shareholders. These included the extension of the business outside the South-West of England or to enter any material new contract.

Full Council was the shareholder for the Council and currently a decision by it would be required in respect of every new joiner to the partnership, whether from within the South-West or from outside of the region. The deadlines for making such decisions were likely to be tight and largely outside of Taunton Deane's or Southwest One's control.

It was felt that this requirement could delay decisions and result in the loss of potential partners.

It was therefore recommended that the authority to make all decisions as to the entering of any new material contracts and/or extending the business outside of the

region should be delegated by Full Council to the Group Leaders who would be advised by the Section 151 Officer, the Solicitor to the Council and the Chief Executive, or their nominated deputies.

The approach suggested, was consistent with the other partners who already had a system of delegated responsibility in place.

Reported that this item had been considered by the Corporate Scrutiny Committee on 21 October 2010. Whilst the importance of pursuing new business was recognised, the Committee was concerned that the group detailed above might not be able to make a unanimous decision, in which case, a meeting of Full Council would need to be convened.

Members believed that a meeting of Full Council could be convened at relatively short notice and were therefore reluctant to dilute its current powers.

The recommendation by the Corporate Scrutiny Committee was for Full Council to remain as the shareholder.

Despite these views, the Executive considered that the proposed delegation should be supported.

Resolved that Full Council be recommended to approve the scheme of delegation set out above.

109. **Irrecoverable Sundry Debts**

Considered report previously circulated, concerning the proposed write-off of two sundry debt accounts with a combined value of £134,049.41.

Sundry debtors (invoices) were issued by a number of sections within the Council and were used to collect income for a variety of Council services.

In accordance with good financial management principles the Council had made a provision for bad debts. This provision recognised that a proportion of the authority's debts would prove irrecoverable. Common reasons for write-off included the inability to trace the debtor, debtor insolvency or where a debtor had died with an insufficient estate.

The Council's Financial Regulations required that irrecoverable sundry debts, with an individual value over £10,000, should be submitted to the Executive for approval.

Reported that the following two sundry debts were deemed to be irrecoverable and were recommended for write off for the reasons stated:-

Invoice	Dated	Value	Income type	Reason for Write-off
60003103	8/1/2009	£107,604 (net of payments)	Leisure and recreation contribution – Section 106	Administration – no prospect of dividend.

			agreement relating to land now known as Northfield Court.	
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Invoice	Dated	Value	Income type	Reason for Write-off
60003112	5/1/2007	£26,445.41 (net of payments)	Leisure and recreation contribution – Section 106 Agreement relating to land now known as Thomas Moore Court.	Administration – no prospect of dividend.

The developer was placed in administration on 1 March 2010, after the completion of the respective developments. The Administrator's report made it clear that there was no prospect of unsecured creditors, like the Council, receiving payment.

During the discussion of this item, Members asked whether there was anything further that could be done to ensure agreed contributions from either Section 106 Agreements or Section 278 (highway) Agreements were ultimately received by the Council.

Resolved that:-

- (1) the write-off of the two debts detailed above be approved; and
- (2) the Performance and Client Lead be requested to consider the current means of securing Section 106 and Section 278 Agreement contributions with a view to minimising any risk of non-receipt in the future.

110. **Firepool, Taunton – Acquisition of remaining Third Part Interests**

Considered report previously circulated, concerning the acquisition of remaining third party interests for the proposed development of Firepool, Taunton.

The Council had been working with its appointed partner, St Modwen Developments Limited, to bring forward the planned development of the Firepool site. Master and phasing plans had been produced and good progress had been made with the acquisition by negotiation of any required third party interests.

The Priory Bridge Road Car Park was the agreed first phase of development. Planning permission had been granted for both the necessary public realm works and for the associated first phase of built development and its related infrastructure.

Although the Council now owned almost all of the site of the planned first phase, there remained various interests which required to be either acquired or overridden.

Progress with the planned first phase of development had now reached such an advanced and certain stage that it was felt appropriate to seek a formal resolution to proceed with the making of a Compulsory Purchase Order (CPO).

Noted that there were two residential properties within the "CPO Land" - 92 and 94 Priory Bridge Road, Taunton (although 94 was currently the subject of a business tenancy). The remaining land was within the Council's freehold ownership and was subject to any existing third party rights.

There were powers contained in Section 237 of the Town and Country Planning Act 1990 to prevent such rights being a bar to development where land had been appropriated for planning purposes. In this respect the Executive was recommended to appropriate the land for planning purposes under Section 122 of the Local Government Act 1972, in order to assist with delivery and to allow utilisation of Section 237.

Further reported that negotiations with the owners and/or any beneficiaries of the affected interests would continue in parallel with the CPO making process and every effort would be made to ensure that all matters were resolved by agreement.

The Corporate Scrutiny Committee had previously considered this matter and had supported the course of action set out in the report.

Resolved that:-

(a) Full Council be recommended to agree:-

(1) To the making of a Compulsory Purchase Order Under Section 226(1) (a) of the Town and Country Planning Act 1990 (as amended) in respect of the land edged by a bold, black line at Priory Bridge Road Car Park, Taunton indicated on the plan attached to this report as Appendix 1.

(2) To authorise the Chief Executive and the Solicitor to the Council to:-

- (i) take all necessary steps to secure the making, confirmation and implementation of the Compulsory Purchase Order including the publication and service of all notices, statement of reasons and presentation of the Council's case at public inquiry to secure confirmation of the Compulsory Purchase Order by the Secretary of State;
- (ii) approve agreements with landowners to secure the withdrawal of objections to the Compulsory Purchase Order, including where appropriate seeking exclusion of land from the Order;
- (iii) negotiate and agree terms for the acquisition by agreement of any of the outstanding land interests detailed in the report;

(iv) make any necessary payments of compensation (including interim payments) either as agreed with landowners or as determined by the Lands Chamber of the Upper Tribunal in relation to acquisition/overriding of properties/interests; and

(v) dispose of the land interests acquired either voluntarily or by way of the Compulsory Purchase Order to St Modwen Developments Limited in accordance with the Development Agreement dated 15 April 2009 and made between the Council, St Modwen Properties plc and St Modwen Developments Limited.

(b) the land edged by a bold, black line on the plan at Appendix 1 be appropriated for planning purposes under Section 122 of the Local Government Act 1972.

111. 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 7.13 pm.)

Usual Declarations of Interest by Councillors

Executive

- **Employee of Somerset County Council – Councillor Mrs Court-Stenning**

Taunton Deane Borough Council

Executive – 1 December 2010

Treasury Management Update 2010

Report of the Strategic Director (Shirlene Adam)

(This matter is the responsibility of Executive Councillor Williams)

1. Executive Summary

The following report provides a brief narrative on the Treasury activity of the Council in the first six months of 2010/2011, focussing primarily on debt and investments. In addition, there is a request to recommend to full Council the basis of the Minimum Revenue Provision (MRP) for 2011/2012.

2. Background

The purpose of this report is to update the Executive on treasury activities in the financial year to date and seek approval of the method for calculating MRP for 2011/2012.

3. External Debt

3.1 Analysis of the Council's Debt: -

31 March 2010 £'000		30 Sept 2011 £'000
6,000	Public Works Loan Board fixed rate	6,000
3,000	Barclays Bank	3,000
6,000	Temporary Loans (PWLB variable rate)	6,000
15,000		15,000

3.2 £6m will be repaid to the PWLB in November 2010 on maturity (£6m temporary borrowing). We are currently reviewing the options in conjunction with our Treasury Advisors due to the Comprehensive Spending Review and the impact of the increased rates on PWLB variable rate loans.

4. Interest Rates

- 4.1 The Bank of England has continued to maintain the low rate of 0.5% during the first half of 2010/2011. This has been to aid stability to the economy and aid growth following the period of recession the world economy has experienced.

5. Interest Rate Prospects

- 5.1 The path of the Bank of England's base rates reflects the fragility of the recovery from the recession, with growth likely to remain subdued. It is anticipated that the rate will remain at this low level for the remainder of the financial year with forecasts showing that it may remain flat for the majority of next year.

6. Borrowing Transactions

- 6.1 There are no plans currently to borrow further. The Council's capital programme is fully financed either with cash resources, or borrowing made in earlier periods.
- 6.2 The current amount of temporary borrowing may be rolled forward on 23rd November 2010 when repayment becomes due, however options are currently being looked at to provide the best option for any borrowing requirement.

7. Investment Transactions

- 7.1 The Council has continued to prioritise the security of its invested balances and has therefore restricted the use of new investments to the Debt Management Office, AAA-rated Money Market Funds and UK banks whose can avail of the UK Government' Credit Guarantee Scheme and whose long-term ratings are in the 'double-A' category.
- 7.2 Current outstanding investments amount to £20.8m. Details of these can be found in appendix A.
- 7.3 Due to the continued Bank of England low rate of interest of 0.5%, money market rates have also, over the past 6 months, continued to stay at historically low levels. The average rate of interest (for fixed term investments) achieved when investing surplus funds for the first six months of 2010/2011 has been in the range of 1.85% to 1.22%, with the weighted average at 1.49%. When the variable rate call accounts are included the weighted average was 0.98%. This equates to approximately £96k in interest income both received and receivable.
- 7.4 The Council has one outstanding soft loan with a balance of £20k with Tone Leisure. This loan matures on 31 March 2011.

8. Prudential Indicators

- 8.1 Prudential Indicators following the closure of accounts for 2009/2010 have now been calculated and estimates for 2010/2011 and beyond can now be found in Appendix B.

9. Minimum Revenue Provision

- 9.1 Before the start of each financial year, the Council is required to determine the basis on which it will make provision from revenue for the repayment of borrowing undertaken for the purpose of financing capital expenditure. This annual provision, known as Minimum Revenue Provision (MRP), is designed to ensure that authorities make prudent provision to cover the ongoing costs of their borrowing.
- 9.2 In 2008, the Government became less prescriptive offering Councils a number of options for calculating MRP.
- 9.3 The impact of the HRA reform and its impact on MRP is being monitored and any amendments required will be brought forward to the Executive.
- 9.4 For the current financial year 2010/2011, the Council determined to calculate MRP as follows:-
- for supported borrowing, 4% on outstanding debt; and
 - for unsupported borrowing, the debt associated with asset divided by the estimated useful life of the asset.
- It is proposed that this should be retained for 2011/2012.

10. Comprehensive Spending Review

- 10.1 In light of the CSR of 20 October 2010 the Council, with its advisors, are examining flexible solutions to challenges that have arisen. Any changes necessary will be incorporated into the 2011/2012 Treasury Management Strategy Statement that will go before Council early next year.

11. Legal Comments

Not applicable to this report

12. Links to Corporate Aims

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

13. Environmental and Community Safety Implications

Not applicable to this report

13. Equalities Impact

Not applicable to this report

14. Risk Management

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

15. Partnership Implications

Southwest One continue to provide Treasury Management operations 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 2009/2010 and for the first six months of this year (2010/2011).

17. Recommendations

It is recommended that:-

- The Executive notes the treasury management position for the first six months of 2010/2011; and
- The Executive endorses the proposal, for approval by Full Council, that the basis of calculating MRP in 2010/2011 be retained for 2011/2012.

Contact Officers

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Appendix A

Investments Outstanding at 1 October 2010 (In Maturity Order)

Borrower	Amount £	Rate of Interest %	Date of Investment	Date of Maturity
Nationwide BS	2,000,000	1.22	03/12/2009	03/12/2010
Lloyds TSB plc	1,000,000	1.82	15/12/2009	15/12/2010
Barclays Bank plc	1,000,000	1.45	05/01/2010	05/01/2011
Lloyds TSB plc	1,000,000	1.82	26/02/2010	28/02/2011
Barclays Bank plc	2,500,000	1.34	01/04/2010	01/04/2011
Lloyds TSB plc	1,500,000	1.85	01/04/2010	01/04/2011
Nationwide BS	1,000,000	1.25	12/04/2010	12/04/2011
Clydesdale 15 days Notice Account	2,000,000	0.75	01/10/2010	12/11/2010
RBS call account	3,500,000	0.80	On Demand	
RBS (Nat West) Treasury Reserve	1,300,000	Variable	On Demand	
Standard Life Global Liquidity Fund	2,000,000	Variable	On Demand	
Invesco (STIC) Global	2,000,000	Variable	On Demand	
TOTAL	20,800,000			

Appendix B

PRUDENTIAL INDICATOR	2009/10	2010/11	2011/12	2012/13	2013/14
	£'000	£'000	£'000	£'000	£'000
	outturn	estimate	estimate	estimate	estimate
Capital Expenditure					
General Fund	£4,562	£5,738	£3,724	£1,905	£1,865
HRA	£5,142	£6,058	£4,300	£4,399	£4,020
TOTAL	£9,704	£11,796	£8,024	£6,304	£5,885
Ratio of financing costs to net revenue stream					
General Fund	0.14%	1.08%	1.28%	1.33%	1.38%
HRA	1.89%	1.78%	1.77%	1.43%	1.20%
Net borrowing projection					
brought forward 1 April	£9,900	£7,786	£10,940	£12,879	£13,619
Carried forward 31 March	£7,786	£10,940	£12,879	£13,619	£14,430
in year borrowing requirement	-£2,114	£3,154	£1,939	£740	£811
Capital Financing Requirement as at 31 March					
General Fund	£8,586	£11,505	£13,175	£13,637	£14,159
HRA	£14,451	£14,451	£14,451	£14,451	£14,451
TOTAL	£23,037	£25,956	£27,626	£28,088	£28,610
Incremental impact of capital investment decisions	£ p	£ p	£ p	£ p	£ p
Increase in council tax (band D)	1.54	2.18	0.90	-0.01	0.15
Authorised limit for external debt -					
TOTAL	£40,000,000	£40,000,000	£40,000,000	£40,000,000	£40,000,000
Operational boundary for external debt -					
TOTAL	£30,000,000	£30,000,000	£30,000,000	£30,000,000	£30,000,000
Upper limit for fixed interest rate exposure					
Net interest re fixed rate borrowing/ investments	100%	100%	100%	100%	100%
Upper limit for variable rate exposure					
Net interest re variable rate borrowing/ investments	50%	50%	50%	50%	50%
Maturity Structure of Fixed Rate Borrowing (Upper and lower limits)					
under 12 months	0% to 50%	0% to 50%	0% to 50%	0% to 50%	0% to 50%
12 months and within 24 months	0% to 50%	0% to 50%	0% to 50%	0% to 50%	0% to 50%
24 months and within 5 years	0% to 50%	0% to 50%	0% to 50%	0% to 50%	0% to 50%
5 years and within 10 years	0% to 50%	0% to 50%	0% to 50%	0% to 50%	0% to 50%
10 years and above	20% to 100%	20% to 100%	20% to 100%	20% to 100%	20% to 100%
Upper limit for total principal sums invested for over 364 days (per maturity date)	£2m or 20%	£2m or 20%	£2m or 20%	£2m or 20%	£2m or 20%

Taunton Deane Borough Council

Executive – 1 December 2010

Fees and Charges 2011/2012

Report of the Strategic Finance Officer

(This matter is the responsibility of Executive Councillors Ken Hayward, Mrs Jean Court-Stenning and Mark Edwards)

1. Executive Summary

1.1 This report sets out the proposed fees and charges for 2011/2012.

2. Background

- 2.1 Taunton Deane Borough Council charges the public for some services that they use. Some of these charges are set by central government whilst others are set by us.

The services that TDBC charge for are:-

- Crematoria
- Cemetery
- Waste Services
- Land Charges
- Housing
- Licensing
- Planning
- Car Parking
- Environmental Health

3. Proposed Increases for 2011/2012

- 3.1 Appended to this report are the detailed proposed charges for each service as outlined above.

3.2 Cemeteries and Crematorium (Appendix A)

It is proposed that the main cremation fee be increased by £20 to £570 and make minor increases for other charges within the service. This will generate additional income of an estimated £44,000.

Members will recall that the fees and charges were amended in August 2010 to provide a more competitive structure. The cremation fees (i) and (ii) for children has been removed, Part 2 Urns: Caskets have been reduced in price due to a new supply having been received. All other charges have been kept to a minimum increase. Interment fees for children under the age of sixteen have been removed. This is being proposed under compassionate grounds and fortunately there are few interments of children in this age group. Interment fees and Exclusive Rights fees are currently too low and require increasing significantly over the next four years. Therefore these fees have been increased accordingly.

The table below details charges made by neighbouring cremation authorities, as yet their proposed fees for 2011/2012 are not yet known.

	Current Cremation Fee 2010/2011	Proposed Cremation Fee 2011/2012	Purchase of Lawn Type Grave 2010/2011	Burial Fee 2010/1011
Barnstaple	£530 including organist	Not known	No graves – Only loose interments	Interment fee for CR £72
Bristol (Canford)	£550 including organist	Not known	£740	£645 Double depth
Bristol (South)	£550 including organist	Not known	£740	£645 Double depth
Yeovil	£480 Organist not included	Not known	£340 (double fees if non-resident)	£363 double depth (double fees if non-resident)
Bath	£550 including organist	Will change in January (not known yet)	30 years-£750 50 years-£1,250 (double fees if non-resident)	£550 (fee is for any depth - double fees if non-resident)
Taunton Deane	£550	£570	£454	£378

3.3 Waste Services (Appendix B)

The garden waste collection service is not self-financing and relies on subsidy by those council tax payers not currently accessing the service. It is proposed to not increase fees for Garden Bins and increase a bundle of 10 Garden Waste Sacks from £20 to £25. This increase is not budgeted to generate additional income due to a fall in usage.

3.4 Land Charges (Appendix C)

As last year, given the current economic climate, it is proposed to keep land charges fees the same as in 2009/2010. This coupled with the recent downturn in demand for the service should mean that the land charges service breaks even overall, which is in line with Government expectations

3.5 Housing and Deane Helpline (Appendix D)

It is proposed to increase all charges by 4.6%. This is estimated to raise an additional figure of £59,000 for the HRA. These increases were accepted by the Tenants Services Management Board at their meeting on 15 November 2010. (Council housing rents will be set in the New Year once the subsidy determination has been issued by DCLG)

3.6 Licensing Fees (Appendix E)

The fees and charges for licensing functions have been increased slightly and are shown in Appendix E. It is estimated that this will generate additional income of £3,850

Many fees and charges for Licensing functions are set by statute, so increases under local arrangements are not possible. Those that are regulated in this way are annotated as such in the Appendix E.

For those licensing fees where there is local flexibility to set an appropriate amount Officers have been working to ensure that the Council's costs in administering and enforcing such licenses are adequately met from the subsequent income received, also that our fees are reasonable.

The activities of the Licensing unit are, as can be seen from the attached appendix many and varied and it is not possible to set a standard increase across all areas. Each activity has to be considered on the basis of the nature of the activity, location and number of existing traders and other market factors and an individual fee or charge proposed accordingly.

Licensing fees are delicately balanced, put these rates up too much and this may suppress the market and lead to an overall reduction in activity resulting in a reduction in income. A large increase in fees may also encourage more illegal and therefore unregulated trading; resulting in greater risks to public safety and consequently may result in more costly investigations into this activity by the Licensing Team. If the fee however is reasonable and affordable, people will be more inclined to pay it, and this will afford a greater level of protection of public safety in the Borough.

In recommending increases, we have been mindful of continuing trading difficulties and the matters outlined above and have therefore discounted applying increases "across the board" instead choosing to examine each of the many Licensing functions individually. And where an increase is proposed the proposed increase is based on the Council's reasonable costs in undertaking its responsibilities and duties.

In summary, income from the proposed increases in fees is anticipated to generate an additional £3,850 in 2011/2012 if the recommendations were to be accepted in full.

3.7 Planning (Appendix F)

The planning service offers pre-application advice and charges of this service. It is proposed to increase these charges as detailed in Appendix F. This will generate additional income of an estimated £10,000.

The Secretary of State has launched a consultation paper on proposed changes to the planning application fee regime which will decentralise responsibility for setting fees to local planning authorities. Comments on the consultation are required by 7 January 2011. Finance are currently calculating the potential effect on Taunton Deane Borough Council.

3.8 Car Parking Charges

Fees and charges for Car Parks will be considered at the Traffic Regulation Order Panel in January 2011.

3.9 Environmental Health

The fees and charges that are made by Environmental Health are Pollution Prevention Control inspection fees which are set by statute, and for Pest Control services. Pest control was subject to a significant review in January 2010 as part of the Core Council Review.

From 1 April 2010 staffing was reduced from two pest controllers to one pest controller, and the fees for rodent control increased from £15 to £25. At present our fees for insect control are around the mid point for the Taunton area. There is a balance to be struck between raising income and the wider public health implications of providing a sufficient level of rodent control. The Core Council Review has made significant change to the Pest Control Service, therefore it is prudent to allow one full year to fully assess any emerging trends before making any recommendations on fees

3.10 Comments from the Corporate Scrutiny Committee

Waste Services charges were discussed and the following observations were made.

- The charge for bulky waste should not be increased;
- The use of bins rather than sacks should be encouraged;
- The increased charge for waste sacks is 20%;
- Usage analysis for waste was requested.

The Corporate Scrutiny Committee was supportive of the removal of Crematorium Fees for children.

No further comments were made by Corporate Scrutiny.

4. Finance Comments

4.1 This is a finance report and there are no further comments.

5. Legal Comments

5.1 There are no legal implications of this report.

6. Links to Corporate Aims

6.1 Even though some of the services increasing their charges are linked to the corporate aims there are no specific links within this report.

7. Environmental and Community Safety Implications

7.1 There are no environmental and community safety implications of this report.

8. Equalities Impact

8.1 Equality issues have been considered on fees and charges changes for 2011/2012.

9. Risk Management

9.1 Not appropriate to this report.

10. Partnership Implications

10.1 There are no partnership implications of this report.

11. Recommendations

11.1 The Executive is requested to recommend the proposed fees and charges for 2011/2012 to Full Council as set out in this report.

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Appendix A

Taunton Deane Cemeteries and Cematorium

Table of Fees and Charges

Effective from 1 April 2011

Table of fees and other charges, the payment of which may be demanded under Section 9 of the Cremation Act 1902, by the Taunton Deane Borough Council for the cremation of human remains.

Part 1 – Cremation

For the Cremation:-	2010/2011	2011/2012
(i) of the body of a stillborn child or of a child whose age at the time of death did not exceed one month;	£20.00	No Fee
(ii) of the body of a child whose age at the time of death exceeded one month but did not exceed sixteen years;	£103.00	No Fee
(iii) of the body of a person whose age at the time of death exceeded sixteen years	£550.00	£570.00
(iv) Cremation delivery fee	£450.00	£470.00
(v) use of Chapel for additional service time	£100.00	£105.00
(vi) Saturday cremation fee	£800.00	£820.00
(vii) Chapel Attendant pall-bearing fee	£18.00	£18.00

NOTE:- The cremation fee includes:-

- Use of Chapel, waiting room etc.
- Services of chapel attendant
- Medical referee's fee
- Disposal of cremated remains in Garden of Rest
- Certificate for burial of cremated remains
- Provision of Polytainer when required.

Part 2 – Urns

Supply of Urn or Casket:-	2010/2011	2011/2012
Stratford	£38.00	No longer supplied
Avon/Stirling	£44.00	No longer supplied
Malvern	£54.00	No longer supplied
Newton	-	£20.00
Newham	-	£20.00
Lesbury	-	£20.00
Metal Postal	£49.00	£50.00

Part 3 – Cremated Remains

(i) Temporary deposit of cremated remains:-	2010/2011	2011/2012
First month	£20.00	£21.00
Each subsequent month	£24.00	£25.00
(ii) Forwarding cremated remains excluding carriage	£25.00	£26.00
(iii) Collection of cremated remains on a Saturday (when available)	£58.00	£58.00

Part 4 – Memorials

(i) Entries in Book of Memory:-		
Two line inscription	£56.00	£58.00
Five line inscription	£77.00	£78.00
Eight line inscription	£107.00	£110.00
Flower) with five or eight)	£51.00	£53.00
Badge or Coat of Arms) line inscription only	£72.00	£74.00
(ii) Memorial Cards:-		
Two line inscription	£28.00	£30.00
Five line inscription	£35.00	£37.00
Eight line inscription	£38.00	£40.00

Flower) with five or eight)	£51.00	£53.00
Badge or Coat of Arms) line inscription only	£72.00	£74.00

(iii) Miniature Books:-

Two line inscription	£56.00	£58.00
Five line inscription	£70.00	£72.00
Eight line inscription	£74.00	£76.00
Flower	£51.00	£53.00
Badge or Coat of Arms	£72.00	£74.00

Subsequent inscriptions	2010/2011	2011/2012
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Per line	£19.00	£21.00
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Flower	£51.00	£53.00
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Badge or Coat of Arms	£72.00	£74.00
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(iv) Cornish Granite tablet for a ten year period

Standard memorial tablet	£335.00	£340.00
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Memorial tablet with vase	£388.00	£400.00
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Provision of flower container in existing tablet	£53.00	£55.00
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Cost of renewal 50% of current fee	£167.00	£200.00
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(v) Memorial plaque for a five year period	£238.00	£246.00
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Cost of renewal 50% of current fee	£119.00	£123.00
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(vi) Baby memorial plaques for a ten year period	£74.00	£75.00
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Part 5 – Other Fees and Charges

(i) Certified extract from Register of Cremations	£19.00	£20.00
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NOTE:- The charges in Part 4 and 5 (ii) include VAT

Cemeteries

Table of Fees and Charges

Effective from 1 April 2011

Table of fees and other charges fixed by the Taunton Deane Borough Council for and in connection with burials in the Taunton Deane St.Mary's, St James and Wellington Cemeteries.

Part 1 – Interments

	2010/11	2011/12
The fees indicated for the various heads of this part Include the digging of the grave but do not include the walling of a vault or walled grave.	£	
1. For the interment in a grave in respect of which an exclusive right of burial has not been granted;		
(i) of the body of a stillborn child or a child whose age at the time of death did not exceed one year.	113.00	No Fee
(ii) of the body of a child or person whose age at the time of death exceeded one year	298.00	No Fee
(iii) of the body of a person whose age exceeds ten years	298.00	350.00
2. For an interment in a grave in respect of which an exclusive right of burial has been granted:		
(i) of the body of a stillborn child or a child whose age at the time of death did not exceed one year;		
at SINGLE depth	129.00	No Fee
at DOUBLE depth	156.00	No Fee
at TREBLE depth	182.00	No Fee
(ii) of the body of a child or person whose age at the time of death exceeded one year but did not exceed ten:		

	at SINGLE depth	251.00	No Fee
	at DOUBLE depth	296.00	No Fee
	at TREBLE depth	320.00	No Fee
(iii)	for the body of a person whose age exceeds ten years;	2010/11	2011/12
	at SINGLE depth	378.00	400.00
	at DOUBLE depth	444.00	500.00
	at TREBLE depth	501.00	560.00
3.	Saturday burial (when available)	180.00	200.00
4.	For the interment of cremated remains:		
(i)	in the Garden of Remembrance (where cremation has not taken place at Taunton Deane Crematorium)	50.00	55.00
(ii)	in any grave in respect of which an exclusive right of burial has been granted	94.00	100.00
(iii)	Saturday interment (when available)	90.00	100.00
(iv)	To witness interment in Garden of Rest when cremation has taken place at Taunton.	20.00	22.00

Part 2 – Exclusive Rights of Burial in Earthen Graves

1. Taunton Deane Cemetery;

For the exclusive right of burial for a period of 75 years in an earthen grave 2.3m by 1.2m

(i)	in Division L	450.00	500.00
(ii)	in Division A	550.00	N/A
(iii)	in Division B	477.00	510.00
(iv)	cremated remains grave 78cm by 76cm	320.00	350.00

2. St Mary's and St James Cemeteries;

For the exclusive rights of burial for a period of 75 years in an earthen grave 2.6m by 1.2m	477.00	510.00
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3. Wellington Cemetery;

For the exclusive right of burial for a period of 75 years in an earthen grave;	2010/11	2011/12
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(i) 2.3m by 1.2m	477.00	510.00
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(ii) 1.2m by 0.6m	320.00	350.00
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The fees indicated in Part 2 include Dee of Grant and all expenses thereof.

Part 3- Memorials and Inscriptions

£

For the right to erect or place on a grave or vault in respect of which an exclusive right of burial has been granted.

1. In any "Traditional Section";

(i) a flat stone, kerbstone or any other form of memorial	170.00	175.00
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(ii) a headstone or cross with base, bases or tablet	152.00	155.00
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(iii) an inscribed stone vase	58.00	60.00
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2. In any Lawn Section"

(i) a headstone	152.00	155.00
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(ii) an inscribed vase	58.00	60.00
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3. Cremated remains flat tablet	152.00	155.00
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4. Each removal of memorial for additional inscriptions	58.00	60.00
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Part 4 – Other fees and Charges

1. Certified extract from the Register of Burials	20.00	20.00
2. Burial service in Cremetorium Chapel (fee includes the use of the Chapel, organ and the organists fee)	100.00	105.00
3. Register Search	20.00	20.00

Appendix B

Waste Services

Waste Collection Authorities (WCA) are empowered by the Environmental Protection Act 1990 and by regulations to charge for the collection of certain types of household wastes. These include bulky items and household garden wastes. Authorities are also empowered to charge for the provision of waste containers.

The proposed charges for 2011/2012 are shown in the table below.

	2010/11 £	2011/12 £
Garden Waste Service		
Garden Waste Bin	42.50	42.50
Garden Waste Sack (£ per bundle of 10)	20.00	25.00
Bulky Waste Service		
First Item *	35.00	36.50
Subsequent Items (maximum number of five items per collection)	7.50	8.00
Refuse Collection Service		
Bin delivery/exchange charge	25.00	25.00

Appendix C

Local Land Charges Searches and Enquiries

	2010/11 £	2011/12 £
One parcel of land	85.00	85.00
Several parcels of land		
- first parcel of land	85.00	85.00
- each additional parcel of land	12.00	12.00
Optional enquiries		
Each printed enquiry	8.00	8.00
Solicitors own enquiry	12.00	12.00
Statutory search fee on Form LLC1	30.00	30.00
Highway Authority charge	25.55	25.55
Personal search fee	11.00	11.00

Appendix D

Housing

	2010/11	2011/12
Service Charges		
Communal areas	£0.51	£0.53
Grounds maintenance	£0.65	£0.68

Supporting People

Specialised (Extra Care) Sheltered Housing	£37.32	£39.00
Sheltered Housing	£10.58	£11.06
Hardwired Sheltered Housing	£3.76	£3.93

Garage Rents

Council tenants	£4.83	£5.05
Private tenants and Owner Occupiers (exc. VAT)	£5.49	£5.74

Hire Charges for Sheltered Scheme Meeting Halls

First hour	£9.00	£9.67
Each half hour thereafter	£3.70	£3.87
6 hours plus	£46.85	£49.00
Total charge for residents in a scheme and community organisations	£12.10	£12.65

Hire Charges for Sheltered Scheme Guest Rooms

No. of nights per person		
1	£10.25	£10.70
2	£16.40	£17.15
3	£22.55	£23.60
4	£28.70	£30.00
5	£35.35	£37.00
6	£41.00	£42.90
7	£47.65	£49.80

Service Gross

Hostels (rent per day)			Charge	per day
40 Humphreys Road	£7.45	£7.79	£3.11	£10.90
1 Gay Street	£7.45	£7.79	£3.11	£10.90
Outer Circle				
113 and 113a (studios)	£6.34	£6.63	£3.11	£9.74
115 and 115a (3 bedroom)	£8.25	£8.63	£3.11	£11.74
Sneddon Grove				
Unit 1 (2 bedroom)	£7.45	£7.79	£3.11	£10.90
Unit 2 (2 bedroom)	£6.82	£7.13	£3.11	£10.24
Unit 3 (2 bedroom)	£6.82	£7.13	£3.11	£10.24
Unit 4 (3 bedroom)	£8.93	£9.34	£3.82	£13.16
Unit 5 (3 bedroom)	£8.93	£9.34	£3.82	£13.16
Unit 6 (2 bedroom)	£7.45	£7.79	£3.11	£10.90
Winckworth Way				
Unit 1 (2 bedroom)	£6.82	£7.13	£3.11	£10.24
Unit2 (2 bedroom)	£6.82	£7.13	£3.11	£10.24
Unit 3 (3 bedroom)	£8.93	£9.34	£3.82	£13.16
Wheatley Crescent (4 studios)	£6.34	£6.63	£3.11	£9.74

Deane Helpline

Public/Private subscribers (pre - 1/11/10)	£3.76	£3.93
Public subscriber (post - 1/11/10)	£3.76	£3.93
Private subscribers (post - 1/11/10)	£4.20	£4.20

Appendix E

Item	Current Charges	Proposed Charges (£)
Administration Charges ~ Uncleared Cheques	£35.00	£35.00
Administration Charges ~ Other	£35.00	£35.00
Sex Establishment Licence (Grant)	£5,000.00	£5,150.00
Sex Establishment Licence (Renewal)	£1,550.00	£1,555.00
Sex Establishment Licence (Variation)	£100.00	£110.00
(add £600 if to be determined by Licensing Committee)		
Sex Establishment Licence (Transfer)	£100.00	£110.00
(add £600 if to be determined by Licensing Committee)		
Skin Piercing (Premises)	£100.00	£105.00
Skin Piercing (Individual)	£75.00	£80.00
Animal Welfare (Pet Shop)	£130.00	£135.00
(plus vet fee where appropriate)		
Animal Welfare (Animal Boarding)	£130.00	£135.00
(plus vet fee where appropriate)		
Animal Welfare (Home Boarding)	£130.00	£135.00
(plus vet fee where appropriate)		
Animal Welfare (Dog Breeding)	£130.00	£135.00
(plus vet fee where appropriate)		
Animal Welfare (Dangerous Wild Animals)	£150.00	£150.00
(plus vet fee where appropriate)		
Animal Welfare (Riding Establishments)	£150.00	£155.00
(plus vet fee where appropriate)		
Animal Welfare (Zoo Licence)	£500.00	£515.00
(plus vet fee where appropriate)		
Motor Salvage Operators (Registration)	£90.00	£100.00
Motor Salvage Operators (Certified Copy)	£50.00	£55.00
Street Trading (Market House, High St, Castle Bow, North St (non-food))	£2,750.00	£2,780.00
Street Trading (Market House, High St, Castle Bow, North St (food))	£3,300.00	£3,330.00
Street Trading (Paul St, Billet St)	£1,650.00	£1,680.00
Street Trading (Designated Lay-bys - Trunk Roads)	£3,168.00	£3,198.00
Street Trading (All other Designated Lay-bys)	£2,112.00	£2,142.00
Street Trading (Mobile Traders)	£385.00	£415.00
Street Trading (Permanent on Private Land)	£385.00	£415.00
Street Trading (Daily Rate - Taunton)	£44.00	£45.00
Street Trading (Daily Rate - Other Areas)	£33.00	£33.00
Street Trading (Promotional Events)	£175.00	£200.00
Pavement Cafes (New) up to 10m ²	£595.00	£625.00

Pavement Cafes (New) up to 20m ²	£650.00	£680.00
Pavement Cafes (New) up to 30m ²	£795.00	£825.00
Pavement Cafes (New) up to 40m ²	£860.00	£890.00
Pavement Cafes (New) Over 40m ²	£1,100.00	£1,130.00
Pavement Cafes (Renewal) up to 10m ²	£375.00	£390.00
Pavement Cafes (Renewal) up to 20m ²	£430.00	£445.00
Pavement Cafes (Renewal) up to 30m ²	£575.00	£590.00
Pavement Cafes (Renewal) up to 40m ²	£640.00	£655.00
Pavement Cafes (Renewal) Over 40m ²	£880.00	£895.00
Taxi/Private Hire Licence (Vehicle)	£200.00	£200.00
Taxi/Private Hire (Vehicle Owner/Transfer)	£50.00	£50.00
Taxi/Private Hire Licence (Meter Test)	£21.00	£21.00
Taxi/Private Hire Licence (Replacement Plate)	£25.00	£25.00
Taxi/Private Hire Licence (Internal ID Sticker)	£3.50	£3.50
Private Hire Operators Licence	£120.00	£140.00
Taxi/Private Hire Licence (New Drivers or renewal with CRB)	£130.00	£140.00
Taxi/Private Hire (Additional Knowledge Test)	£25.00	£30.00
Taxi/Private Hire (Driver Renewal 1 Year)	£120.00	£120.00
Taxi/Private Hire (Driver Renewal 3 Years)	£300.00	£300.00
Taxi/Private Hire (Replacement Badge)	£25.00	£25.00
Taxi/Private Hire (Advertising)	£70.00	£100.00
Licensing Act 2003	Charges set by Statute	
Gambling Act 2005	85% of Max set by statute	

Appendix F

CURRENT CHARGES

The schedule of charges incorporates fees which are dependent on the nature and scale of your proposal. The charge is per request.

Level 1 - Householder, Advertisement and Landscape advice. Tree Preservation Orders and Listed Buildings (in cases where planning permission also required):

Written Advice	£50 + vat @17.5% = £58.75
Meeting with note	£70 + vat @17.5% = £82.25

Level 2 - All other minor developments (e.g. less than 10 dwellings, 1000 sq m industrial):

Written Advice	£90 + vat @17.5% = £105.75
Meeting with note	£130 + vat @17.5% = £152.75

Level 3 - Major Developments (e.g. more than 10 dwellings, 1,000 q m industrial):

Written Advice	£160 + vat @17.5% = £180.00
Meeting with note	£200 + vat @17.5% = £235.00

There is no charge for advice on revised proposals following a refusal of planning permission or the withdrawal of an application (this exemption is restricted to one letter or meeting only).

Advice on proposals which only require Listed Building Consent do not attract a fee.

PROPOSED CHARGES FROM APRIL 2011

The schedule of charges incorporates fees which are dependent on the nature and scale of your proposal. The charge is per request.

Level 1 - Householder, Advertisement and Landscape advice. Tree Preservation Orders and Listed Buildings (in cases where planning permission also required):

Written Advice	£60 + vat @20% = £72.00
Meeting with note	£80 + vat @20% = £96.00

Level 2a - Minor developments (e.g. less than 5 dwellings, 500 sq m industrial):

Written Advice	£150 + vat @20% = £180.00
Meeting with note	£200 + vat @20% = £240.00

Level 2b – Larger scale minor developments (e.g. between 5 and 10 dwellings, 500 and 1000 sq m industrial):

Written Advice	£200 + vat @20% = £240.00
Meeting with note	£250 + vat @20% = £300.00

Level 3a - Major Developments (e.g. more than 10 dwellings, 1,000 sq m industrial):

Written Advice	£350 + vat @20% = £420.00
Meeting with note	£400 + vat @20% = £480.00

Level 3b – Large Scale Major Developments (e.g. more than 50 dwellings, 5,000 sq m industrial):

Written Advice	£500 + vat @20% = £600.00
Meeting with note	£600 + vat @20% = £720.00

For major developments (level 3a and 3b) pre-application fees are negotiable through the applicant and Council entering into a Planning Performance Agreement (PPA).

There is no charge for advice on revised proposals following a refusal of planning permission or the withdrawal of an application (this exemption is restricted to one letter or meeting only).

Advice on proposals which only require Listed Building Consent do not attract a fee.

Taunton Deane Borough Council

Executive – 1 December 2010

Medium Term Financial Plan Update and 2011/2012 Savings Delivery Plans

Report of the Strategic Finance Officer and Financial Services Manager
(This matter is the responsibility of Executive Councillor John Williams)

1 Executive Summary

<p>The Executive is requested to note the latest position on the Medium Term Financial Plan (MTFP), and to prioritise and approve the proposed Savings Delivery Plans.</p>

2 Background

2.1 The purpose of this report is to inform the Executive regarding:

- The latest MTFP position;
- The Savings Delivery Plans prepared by managers;
- Feedback from Corporate Scrutiny review of Savings Plans.

2.2 Corporate Scrutiny considered a Budget Strategy 2011/2012 report at its meeting on 21 October 2010, where an update was provided regarding the Medium Term Financial Plan and Budget Strategy. In that report

- the predicted budget gap for 2011/2012 was £1.151m;
- savings targets of £1.134m where included;
- key risks and uncertainties were identified

2.3 Managers have continued to develop the options for delivering savings against service budgets, either through reducing costs or increasing income. This report provides the Executive with details of the options and requests the Executive to agree the priorities and approve the savings for budget setting purposes.

2.4 The Corporate Scrutiny Committee, at its meeting on 18 November 2010, was informed of the savings proposals being put forward by managers, and was asked to provide comments to the Executive in this regard.

2.5 Although it will be extremely challenging, the Council must ensure that it is able to deliver a sustainable budget, and the Savings Delivery Plans presented with this report would help the Council to achieve this requirement.

3 Medium Term Financial Plan (MTFP) Update and the General Fund Budget Gap

3.1 Initial assessment of the MTFP, as reported to Corporate Scrutiny on 21 October 2010. This was based on initial finance officers' assumptions and estimates related to inflation, government funding, and known spending pressures and savings within services at that time. As referred above, this showed an estimated Budget Gap of £1.151m in 2011/2012, potentially rising to an estimated £5.4m by 2015/2016.

3.2 In arriving at these estimates, officers have included several items including:

- Inflation across various cost types
- General government grant reductions (estimated 40% (37% real terms) over four years pre-CSR announcements)
- Impact of existing budget pressures and savings
- Implications of transfer of Concessionary Travel responsibility to the County Council.
- Impact of VAT increase to 20% from January 2011
- Initial estimates of reduced Waste Services costs due to Sort It+ rollout in other Districts

3.3 As per the agreed budget strategy, managers have been asked to focus on identifying 10% savings in 2011/2012, and to develop a longer term strategy for addressing the financial pressures expected to be faced over the subsequent four years.

3.4 Managers have considered various options to achieve budget savings in 2011/2012, and these 'Savings Delivery Plans' are included within this report. In addition to these, but separately reported on the agenda for this meeting, managers have submitted proposals for increases in fees and charges.

3.5 Alongside the above, managers and finance officers have continued detailed budget estimates work, and this will carry on over the next few weeks. This will include significant analysis of the CSR when the Provisional Settlement is announced, which is expected in early December (see below).

3.6 A further update on the budget gap position will be provided in the budget consultation packs issued to all councillors towards the end of December.

4 Comprehensive Spending Review (CSR)

4.1 On 20 October the Government delivered its headline announcements regarding the Comprehensive Spending Review (CSR). The CSR sets out **real terms reductions of 28% across local authority budgets** over the next four years.

- 4.2 The current MTFP assumptions are based on a 10% reduction each year for the next four years, so 40% in total (approx 37% in 'real terms'). Although the figures **nationally** are 28% over four years, district authorities have tended to fair less favourably than County and Unitary authorities in past grant settlements, and indications from government are that funding reductions will be weighted towards the earlier years. Rather than speculatively change the MTFP assumption at this stage, it is considered appropriate to wait for the detailed information expected with the Provisional Settlement announcement (late November / early December). There is a risk that government grant for 2011/2012 could fall below our current estimate in the earlier years of the MTFP, and could be reduced by more than 28% in real terms over the next four years.
- 4.3 The Government are releasing some financing information on a piecemeal basis. For example:
- Consultation on New Home Bonus, a prospective general grant income to local authorities linked to housing development, issued 12 November 2010.
 - Consultation on potential changes to Planning Fees regime, issued 15 November 2010.
- 4.4 The proposals and their potential financial implications will be reviewed to inform the Council's consultation response. It is hoped, but is not certain, that officers will be able to advise members in this regard in time for 2011/2012 Budget Setting.
- 4.5 The key message at this stage is that there is still a significant amount of uncertainty surrounding the overall funding from government in the form of general formula funding and other government grants.

5 Savings Targets and Delivery Plans

- 5.1 As part of the 2011/2012 Budget Strategy, Theme Managers were issued with Savings Targets totalling £1.134m. This report contains a range of options that are presented for Executive to consider which would include a combination of service reductions, efficiency savings, and other savings. Increases to fees and charges for services delivered by the Council, which would help to close the budget gap, are subject of a separate report on this agenda.
- 5.2 Continuing the approach from previous years, each saving has been considered for its "acceptability" in terms of both operational difficulty and public perception.
- 5.3 Details of the draft General Fund savings options are set out in Appendices B and D. As shown in the following table, if all of these were approved they would deliver savings of £1,169k (excluding Fees and Charges). Of this amount, Public Category items 1 and 2 would deliver £1,047k.

	Potential Savings £k	Budget Gap £k
Budget Gap at 21 October		1,151
Public Category 1 Items	593	558
Public Category 2 Items	454	104
Public Category 3 Items	122	(18)
Total Savings Identified	<u>1,169</u>	
Revised Budget Gap (assuming all savings are taken, not including fees & charges)		<u>(18)</u>

6 Corporate Scrutiny Comments

6.1 Corporate Scrutiny considered the savings options at its meeting on 18 November. Comments related to individual items from the plans are included with each Appendices A and C with this report.

6.2 The overall messages were

- a) The fact that the Council has implemented the Core Council Review over the last 2-3 years means it is better prepared to face the tough financial challenges ahead than it would otherwise have been.
- b) Items rated as Public Acceptability 3 are considered be less favourable for budget setting.

7 Housing Revenue Account (HRA)

7.1 No formal savings target has been issued to the HRA revenue budget, and no savings options have been identified.

8 Finance Comments

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

9 Legal Comments

9.1 Managers have considered and taken into account any legal implications of the suggested savings presented in this report.

10 Links to Corporate Aims

10.1 The budget for 2011/2012 will have links to the Corporate Aims.

11 Environmental and Community Safety Implications

11.1 Detailed proposals for meeting savings targets have considered environmental and community safety implications.

12 Equalities Impact

- 12.1 Detailed proposals for meeting savings targets have included consideration of any equality impacts in order to ensure that the Council meets its statutory obligations.

13 Risk Management

- 13.1 Detailed proposals for meeting savings targets will consider risk to Taunton Deane Borough Council.

14 Partnership Implications

- 14.1 Southwest One delivers Financial Services to the Council, including accountancy advice, which directly contributes to the production of the MTFP and budget estimates.
- 14.2 Where budget options impact on services delivered to or on behalf on the Council by strategic partners (e.g. Tone Leisure) these are clearly presented within the report.

15 Recommendations

- 15.1 Executive is recommended to:
- (a) Note the update for the Medium Term Financial Plan and Budget Gap; and
 - (b) Be minded to approve Public Acceptability Items rated as 1 and 2, subject to potential revisit when the detail of the Comprehensive Spending Review and Provisional Local Government Finance Settlement is received.

Background Papers

Corporate Scrutiny 21 October 2010 - Budget Strategy 2011/12

Corporate Scrutiny 18 November 2010 – MTFP Update and Savings Plans 2011/12

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Appendix A

Comments from Corporate Scrutiny for Appendix B Savings Plans – Non-Confidential Items

Ref	Comments
T1-07	Concerns were raised about the consequences of a proposed move to daytime meetings, as it would be difficult for people that work during daytime office hours to attend and therefore fulfil councillor duties.
T1-09	Concerns were raised about the public face of the mayoralty where people are expecting to see the chain.
T2-03	Questioned whether it was wise for TDBC to be reducing funding for Tourism considering links to local economy.
T2-06 to T2-09	Concerned about the proposals to reduce funding proposed and the possible consequences on the local environment.
T3-03	Raised concerns about public safety in and around the Station Road toilets, and suggested that these toilets be included in the proposals for toilet closures.
T3-06	Concerns raised about the detrimental impact of SCC budget cuts in related to grass-cutting in the Borough, and Members have asked for clarification of what level of service would be after this reduction? It is estimated this would be 5 cuts per year in total, rather than the current 8. The DLO would need to invest in alternative machinery in order to cope with the change in frequency of cutting (c.£4k).
T3-08	Concerns were raised about the loss of income for the DLO Nursery with this savings option, particularly in view of the previous investment by the Council to relocate the Nursery to new grounds.
T3-10	Suggested that Tree Maintenance works could be changed from Public Acceptability 2 to 3, as there was concern about possible risk of higher costs in future years if maintenance works are reduced.
T4-01 & T4-02	Concerns were raised about possible increased risk of anti-social behaviour and impact on community safety if funding in youth initiatives and PCSO is reduced, particularly in view of SCC cuts to PCSO funding.
T4-05	Concerns were raised about proposed cuts in discretionary arts funding although it was clarified that funding for existing service level agreements would remain.
T4-09 or T4-10	In this either/or option, the cessation of the taxi voucher scheme was supported as was the proposed investment in enhanced alternative provision as the Slinky Bus service provides a valuable service based on individual need.

TAUNTON DEANE BOROUGH COUNCIL - DETAILS OF SAVINGS OPTIONS 2011/12

Theme Mgr					Value of Savings		1-Easy 3-Hard		
	Ref	Portfolio	Service Area	Description	£	£	Operational Difficulty	Public Acceptability	Further Information
					2011/12	2012/13			
SL	T1-01	Communications & Community Leadership	Strategy	LDF Inspection Reserve Stop transfer to reserve in 2011/12 for one year.	32,240	-32,240	1	1	The Reserve Balance is projected to be £328,000 in April 2011, which is considered sustainable.
RS	T1-02	Corporate Resources	Client & Contract Management	Performance & Client Operating Costs Remove Technical Support and Publicity budgets, and reduce Stationery budget.	8,390		1	1	Budgets reductions are sustainable for current service requirements
RS	T1-03	Corporate Resources	Client & Contract Management	Organisational Development (OD) Strategy Reduce OD salary budget from £22,000 to £5,000. Remaining budget used for external advice/expertise.	17,000		1	1	Future strategy updates undertaken by strategic directors, with external expertise bought in as required. Retained HR Officer monitors delivery of OD Strategy & Plan.
RS	T1-04	Corporate Resources	Client & Contract Management	HR Strategy Staffing Costs Remove agency payments budget	3,260		1	1	Budget no longer required.
TM	T1-05	General Services	Legal & Democratic	Cost of Democracy Remove budgets for flowers/shrubs £2650 and Uniforms £700	3,350		1	1	Savings against budgets for: Flowers/shrubs by £1650 (leaving a budget of £1000; Uniforms by £700; other office costs by £1,000.
TM	T1-06	General Services	Legal & Democratic	Cost of Democracy Cancel printed yearbook and diary for Members	1,500		1	1	Key Dates and Contact information to be made available more efficiently e.g. via Members Portal.
TM	T1-07	General Services	Legal & Democratic	Cost of Democracy Move to daytime board/committee meetings	5,400		2	3	Direct Legal and Democratic Service savings related to moving to daytime meetings.
TM	T1-08	General Services	Legal & Democratic	Democratic Services Cancellation of various newspapers	400		1	1	Cancellation of various newspapers within Legal & Democratic Services, and use alternative news channels.
TM	T1-09	Corporate Resources	Legal & Democratic	Mayoralty Costs Reduction in use of the Sergeant of Mace.	3,000		1	2	Reduction in use of the Sergeant of Mace for Mayoral duties.
Theme 1 Totals					74,540	-32,240			

TAUNTON DEANE BOROUGH COUNCIL - DETAILS OF SAVINGS OPTIONS 2011/12

Theme Mgr	Ref	Portfolio	Service Area	Description	Value of Savings		1-Easy 3-Hard		Further Information
					£ 2011/12	£ 2012/13	Operational Difficulty	Public Acceptability	
TB	T2-01	Economic Development & Arts	Economic Development & Regeneration	Economic Development Service Realignment of Economic Development budget to focus on agreed priorities	15,000		2	2	Focus on agreed priorities: 1. Building strong links with businesses in order to stimulate investment and growth; 2. Ensuring a skilled and entrepreneurial workforce, including addressing issues of unemployment within the Borough's more deprived communities; 3. Creating an attractive business environment and ensuring that the Borough has the necessary infrastructure that will enable investment.
TB	T2-02	Economic Development & Arts	Economic Development & Regeneration	Taunton Town Centre Company 10% reduction in contribution	5,000		1	2	Equivalent budget saving passed on to third party provider.
TB	T2-03	Economic Development & Arts	Economic Development & Regeneration	Tourism Reduce budget for tourism costs; retain £10k annual contribution to Somerset Tourism Partnership	10,000		1	2	TDBC will continue to commit to marketing Taunton Deane as part of Somerset to visitors and tourists, supporting and strengthening the Borough's tourism industry. Council has limited capacity to deliver tourism promotional work, so this reduction will not impact on service delivery.
TB	T2-04	Planning Policy & Transportation	Heritage & Landscape	Conservation Specialist conservation support to another Authority	8,000		2	1	This will involve TDBC providing Specialist Conservation support for one day per week via a Service Level Agreement.
TB	T2-05	Planning Policy & Transportation	Heritage & Landscape	Quantock Hills AONB Reduce contribution to service to £12,000	4,500		1	2	The reduction in funding would bring the contribution in line with that made to Blackdown Hills AONB.
TB	T2-06	Planning Policy & Transportation	Heritage & Landscape	Somerset Waterways Management Partnership Withdraw grant	3,000		1	2	Heritage and Landscape is not identified as a priority area for investment and whilst there are benefits from the work undertaken, its work is not directly supporting the Council's corporate priorities.
TB	T2-07	Planning Policy & Transportation	Heritage & Landscape	Somerset Landscape Scheme Withdraw funding	3,000		1	1	Contribution no longer required as scheme closed and is not directly linked to Council's corporate priorities
TB	T2-08	Planning Policy & Transportation	Heritage & Landscape	Somerset Hedge Group Withdraw funding	500		1	1	This funding is no longer seen as a priority for this Council as it is not directly linked to any of the Council's corporate priorities. Continue to provide officer support.
TB	T2-09	Planning Policy & Transportation	Heritage & Landscape	Tree Warden Scheme Withdraw funding	500		2	3	Supports Parish Councils to manage trees within their area. Whilst Landscape services have not been identified as a priority area for investment, this small grant represents good value for money.
Theme 2 Totals					49,500	0			

TAUNTON DEANE BOROUGH COUNCIL - DETAILS OF SAVINGS OPTIONS 2011/12

Theme Mgr					Value of Savings		1-Easy 3-Hard		
	Ref	Portfolio	Service Area	Description	£	£	Operational Difficulty	Public Acceptability	Further Information
					2011/12	2012/13			
CH	T3-01	Environmental Services	DLO Highways & Cleansing	Public Conveniences - West Somerset Railway (Bishops Lydeard) Income from WSR towards running cost of public toilet facility	5,250		1	1	The facility is positioned right next to the West Somerset Railway and would appear to only be used visitors to this attraction. Contributions to this service are expected to start in January 2011
CH	T3-02	Environmental Services	DLO Highways & Cleansing	Public Conveniences Reduce frequency of cleansing routine across whole stock, and reduce Cleaner team from 3 staff to 2.	25,000		2	3	One post currently filled on agency basis. The scale of saving is dependent on closure of some toilets (options below) so that work scheduling and staff deployment is optimised. This could lead to an increase in complaints.
CH	T3-03	Environmental Services	DLO Highways & Cleansing	Public Conveniences Close public toilets at Milverton Recreation Ground and Creedwell Orchard, and dispose of buildings.	2,500		1	3	Public concern over the closure of these facilities is likely, saving will only be fully realised if we are able to dispose of the buildings as the Authority will remain responsible for their upkeep otherwise.
CH	T3-04	Environmental Services	DLO Highways & Cleansing	Public Conveniences Reduce budget for building repairs	10,000		1	2	Considered sustainable based on current stock condition.
CH	T3-05	Environmental Services	DLO Parks & Grounds Maintenance	DLO Management Costs Efficiency introduced through Internal Transformation interim management restructure.	65,000		1	1	Interim structure results in vacant posts thus reducing DLO overheads (a proportion of this may benefit the HRA).
CH	T3-06	Environmental Services	DLO Parks & Grounds Maintenance	Highways - Grass Cutting Hand back highways grass cutting to Somerset County Council.		8,000	3	3	Full savings not available until 2012/13 due to notice period. Net savings from reduced costs (£20k) less income (£12k).
CH	T3-07	Sports, Parks & Leisure	DLO Parks & Grounds Maintenance	Car Parking Charges Introduce charging at Courtlands Road, Wellington	14,000		2	3	Free public parking is currently available. This option would incur some initial set up costs and ongoing operating costs (cash collection, enforcement).
CH	T3-08	Sports, Parks & Leisure	DLO Parks & Grounds Maintenance	Parks and Open Spaces - Bedding Plants Reduce bedding planted areas and replace with lower maintenance surface.	15,000	5,000	3	3	For the DLO this would require a reduction in agency staff for annual bedding planting, and would reduce income to the Nursery with fewer plants bought by TDBC Parks service. This will have an effect on our ability to be as successful in Britain in Bloom.
CH	T3-09	Sports, Parks & Leisure	DLO Parks & Grounds Maintenance	Parks and Open Spaces - Shrub beds Replace some shrub beds with a lower maintenance surface	5,000	5,000	2	2	For the DLO this would be achievable by reducing use of agency staff associated with shrub bed maintenance.
CH	T3-10	Sports, Parks & Leisure	DLO Parks & Grounds Maintenance	Tree Maintenance Reduce tree maintenance works, focussing on urgent works and health and safety interventions	20,000		2	2	For the DLO this is achievable by reducing the team of tree surgeons from 6 to 5, by not filling a vacancy following a retirement. There is a risk that reduced proactive maintenance may lead to greater demand for urgent works or interventions.

TAUNTON DEANE BOROUGH COUNCIL - DETAILS OF SAVINGS OPTIONS 2011/12

Theme Mgr	Ref	Portfolio	Service Area	Description	Value of Savings		1-Easy 3-Hard		
					£ 2011/12	£ 2012/13	Operational Difficulty	Public Acceptability	Further Information
Theme 3 Totals					161,750	18,000			
JB	T4-01	Communications & Community Leadership	Community Projects	Youth Initiatives Fund Remove one-off allocation from Youth Initiatives Fund	5,000		1	3	The budget in 2010/11 included £15k as a one-year approval. £10k falls out as it was a one-off use of reserves. This item removes the remaining one-year allocation from the Base Budget, leaving £15k as the budget for 11/12 funded by Special Expenses Rate.
JB	T4-02	Communications & Community Leadership	Community Safety	Contribution to Police Authority Removal of funding equivalent to one PCSO	29,500		1	2	Removal of TDBC contribution that effectively funds one PCSO out of the high number of PCSO's directly funded by the police. Not a core funding requirement for TDBC.
JB	T4-03	Communications & Community Leadership	Community Safety	Community Safety - CCTV <i>[Saving amount on top of T4-04 below]</i> Reduction in funding and /or coverage of CCTV by 10%	10,940		1	3	Reduce CCTV coverage by 10%. Current stock = 60 cameras. Reduction would be carefully targeted to lower risk areas.
JB	T4-04	Communications & Community Leadership	Community Safety	Community Safety - CCTV <i>[See also T4-03 above]</i> Reduction in coverage of CCTV	11,660		1	1	Reduce CCTV coverage in Multi Storey Car Park when closed at night.
JB	T4-05	Economic Development & Arts	Community Projects	Discretionary Arts Grants Reduction in annual Arts Grant budget	15,010		1	2	This is funding for project activities that organisations currently bid for and are awarded at the Council's discretion. This reduction would result in the budget standing at £20,000.
JB	T4-06	Environmental Services	Cemeteries & Crematoria	Crematorium and Cemeteries Service Workforce restructuring	37,000		1	1	Service restructure is progressing following Portfolio Holder agreement. New structure will be operational this year.
JB	T4-07	General Services	Various	Core Council Review - Theme 4 Savings on staff costs higher than previously estimated	50,280		1	1	Some of the CCR changes arose after the 2010/11 Budget was approved. These surplus savings can be taken from the Base Budget in 2011/12.
JB	T4-08	Sports, Parks & Leisure	Sports Development	Tone Leisure Reduction in annual Contribution to Tone Leisure	45,000		2	1	Approximately 10% reduction in contribution. Tone Leisure are actively reviewing opportunities to reduce costs/raise income to meet this target including increasing fees and charges by an average of 2.9% and reviewing their management structure.

TAUNTON DEANE BOROUGH COUNCIL - DETAILS OF SAVINGS OPTIONS 2011/12

Theme Mgr	Ref	Portfolio	Service Area	Description	Value of Savings		1-Easy 3-Hard		Further Information
					£ 2011/12	£ 2012/13	Operational Difficulty	Public Acceptability	
JB	T4-09	Planning Policy & Transportation	Community Projects	Concessionary Taxi Voucher Scheme <i>[Saving amount on top of T4-10 below]</i> Cancellation of the scheme with no investment in alternative to concessionary bus travel	30,000		1	3	Statutory Concessionary Travel responsibility transfers to SCC from April 2011. This discretionary Voucher Scheme (administered by SCC for TDBC), should it continue, will need to be re-cast for next year due to changes in legislation and this will result in significant work to change. In view of transfer of the statutory scheme, the removal of this discretionary scheme is considered appropriate at this time.
JB	T4-10	Planning Policy & Transportation	Community Projects	Concessionary Taxi Voucher Scheme <i>[See also T4-09 above]</i> Cancellation of the scheme and enhance alternative provision for vulnerable people.	42,000		1	2	Statutory Concessionary Travel responsibility transfers to SCC from April 2011. This discretionary Voucher Scheme (administered by SCC for TDBC), should it continue, will need to be re-cast for next year due to changes in legislation and this will result in significant work to change. In view of transfer of the statutory scheme, the removal of this discretionary scheme is considered appropriate at this time, with a contribution for an extension of the Slinky bus service for vulnerable people to provide a more comprehensive service to rural areas where "public transport" is not available.
Theme 4 Totals					276,390	0			
PJ	T5-01	Corporate Resources	Corporate Management	Use of Earmarked Reserves Use of HPDG Earmarked Reserves to fund Director support for Project Taunton and Growth agenda in 2011/12 (One-off item)	77,900	-77,900	1	1	This represents judicious one-off use of accumulated HPDG funds to reflect Directors' focus on Project Taunton and Growth priorities.
PJ	T5-02	Corporate Resources	Corporate Management	Corporate Management Costs Updated assessment of the HRA share of Corporate Management and DLO Transformation Costs	154,000	-22,000	1	1	The HRA share of corporate management costs has been reassessed to reflect updated estimates of current and planned leadership focus on the HRA, and the HRA's share of one-off DLO Transformation costs.
Theme 5 Totals					231,900	-99,900			
SA	TC-01	Corporate Resources	Other Operating Costs	Revenue Funding of Capital Projects Managed reduction of capital programme to remove requirement for revenue funding of recurring schemes	190,000	-190,000	2	2	Removal of revenue contribution for one year through a managed reduction in the capital programme and/or use of alternative capital resources.
Other Items Total					190,000	-190,000			
GRAND TOTALS					984,080	-304,140			

TAUNTON DEANE BOROUGH COUNCIL - DETAILS OF SAVINGS OPTIONS 2011/12

Theme Mgr	Ref	Portfolio	Service Area	Description	Value of Savings		1-Easy 3-Hard			
					£ 2011/12	£ 2012/13	Operational Difficulty	Public Acceptability	Further Information	
					Operational Difficulty					
					1	641,180	-132,140			
					2	327,900	-185,000			
					3	15,000	13,000			
						<u>984,080</u>	<u>-304,140</u>			
					Public Acceptability					
					1	523,730	-132,140			
					2	352,010	-185,000			
					3	108,340	13,000			
						<u>984,080</u>	<u>-304,140</u>			

Taunton Deane Borough Council

Executive – 1 December 2010

DLO Internal Transformation – Interim Improvement Proposals

Report of Strategic Director – Brendan Cleere

(This matter is the responsibility of Executive Councillors Ken Hayward, Catherine Herbert and Jean Court-Stenning)

1. Executive Summary

Interim proposals for the internal transformation of DLO services have been brought forward now, with plans to begin procurement activities to explore an outsourcing option now scheduled to begin in summer 2011. The potential outsource solution will be presented to members for consideration, anticipated in spring 2012.

The interim internal transformation proposals include a variety of measures to achieve greater efficiency, increased commerciality, stronger performance management, better customer service and a committed and empowered workforce. The interim improvement plan will continue to evolve, as new initiatives and ideas are included.

Indicative efficiencies of £1m over the next 4 years have been identified through the proposed interim plan. Further potential savings deriving from DLO procurement activities have been identified by SWOne, subject to development and agreement of a detailed procurement 'category plan'.

Members will be presented with a comparison report in spring 2012, outlining the key features of outsource and final internal transformation proposals. This will assist members in making a decision on which option to pursue.

In the meantime, the Executive is recommended to support the interim improvement proposals described in this report and its appendices.

2. Background

- 2.1 Full Council agreed (in February 2010) to a 'twin-track' approach to the transformation of services provided by the Council's Direct Labour

Organisation (Deane DLO). This approach involved embarking on a procurement process towards full outsourcing of DLO services, alongside development of an 'internal transformation' option. It was agreed that both of these options would be fully developed and brought to members for a final decision after the local elections in May 2011.

- 2.2 Following the General Election and subsequent publication of the Comprehensive Spending Review, Full Council approved (on 5 October 2010) to an alternative timetable for the DLO Project. This involved rescheduling work towards outsourcing of DLO services, pending completion of a four year budget strategy and a revised specification for DLO services. Procurement activity towards outsourcing is now scheduled to begin in summer 2011, with potential solutions presented to members anticipated in spring 2012.
- 2.3 As part of the alternative timetable, it was also agreed that the internal transformation option should be brought forward for members' consideration in November 2010 - earlier than envisaged under the original 'twin-track' approach. It was agreed that the interim plan would be based on the current levels of service and would therefore be subject to further review in line with any future changes to the DLO service specification.

3. Internal Transformation – Interim Proposals

- 3.1 An interim improvement plan has now been published for consultation and is attached as Appendix A.
- 3.2 The improvement plan is a 'living' document that will evolve over time as new ideas and initiatives are introduced. The plan is built around a set of clear improvement priorities and outcomes and the introduction of new ways of working, as set out below:

3.2.1 Improvement priorities

- A lean, efficient and resilient service, able to respond flexibly to the changing demands of the Council and external clients
- A thriving business, focused on commercial success
- Excellence in performance management (financial and service)
- Excellent customer service and quality
- A committed and empowered workforce

The priorities should be viewed as a whole, and successful transformation will depend on action across every priority. A service improvement plan is attached, containing a wide range of activities to support the delivery of the five priorities.

3.2.2 Indicative outcomes

- Reduced running costs for the DLO (total and by service)
- Additional income from external sources (profit)
- Raised levels of customer satisfaction with DLO services
- Reduced CO2 emissions
- Greater levels of staff attendance
- Increased numbers of properties maintained per FTE.

Work to define outcomes more clearly and establish specific targets for them is under way and will be finalised by March 2011.

3.2.3 Operational changes and new ways of working

The list below captures the 'direction of travel' that is proposed to facilitate service transformation and improvement, and should be read in conjunction with the service improvement plan attached as Appendix A. Further work by DLO management to move along this path will be required, and some elements will need further consultation with staff and UNISON.

Changes proposed are as follows:

- Instead of the current six separate DLO functions, services will be brought together in order to streamline and simplify internal accountancy arrangements, improve transparency of DLO costs, reduce internal administration and bureaucracy and free up time to concentrate on delivering front-line services to customers.
- Under the above arrangement, two areas of Building Services and Open Spaces will be created. Building Services will comprise functions involved with housing repairs and maintenance and Open Spaces will comprise Parks, Nursery, Transport, Cleansing and Highways functions.
- Bring together support and administration staff who are currently located in different DLO functions into a single business support team. This would bring greater co-ordination and 'critical mass' to the delivery of services and transformation plans. A similar arrangement is now operating successfully in other themes. Details of staffing and functions within this intended new team will be developed and subject to further consultation.
- Work more closely with all client functions to ensure a smarter and more efficient work flow from initial service request through to completion of works and record holding.
- Increased emphasis on area based and multi- disciplinary working,

where staff will be equipped and empowered to deal with a wider variety of service requirements, improving the customers' experience as well as operational efficiency.

- Introduction of mobile phones and vehicle tracking technology to improve communications between management and workforce, enable better planning and scheduling of works and reduce the need for journeys to and from Priory Depot. Smarter and more efficient use of the vehicle fleet will result in lower overall mileage, reduced spend on fuel, lower CO2 emissions and potential for reductions in overall fleet size and associated spend. Alongside the introduction of this technology, opportunities for staff to work from home rather than starting from the depot will be explored, and all staff will be encouraged to question the need for work related travel.
- Introduction of more rigorous project management of all works, where co-ordination between different trades is improved to yield greater efficiency and better outcomes.
- To continue fostering a working environment where staff at all levels are encouraged to question and challenge existing working practices and suggest ways of generating efficiencies and taking advantage of potential commercial opportunities.
- Strengthen processes for customer engagement and feedback, ensuring that all views received inform further service development and improvement.
- Encourage a culture of learning and continuous improvement, informed by best practice from other organisations in the public and private sector.

3.3 DLO Management Structure

- 3.3.1 An interim management structure for Theme 3 (DLO) is currently in place and no permanent changes to this are proposed at present, pending the outcome of members' decision in respect of a favoured option for DLO services (i.e. outsource or internal transformation).
- 3.3.2 The Executive (10 November 2010) has recently approved a proposal to separate housing property services client and contract functions, following recommendations from the Audit Commission and the independent consultants commissioned to review options for the future of DLO services. Under the proposals, client responsibilities and staff will move to Theme 4 (Community Services) and contract functions and staff will remain in Theme 3 (DLO). The relationship between client and contract functions will continue to be built under the new working arrangement.

3.3.3 Further interim changes to the current management arrangements at the DLO will now be explored, following approval of the housing client proposal described above. It will be particularly important in any further interim changes to ensure that DLO services are fully represented at senior management level within the authority.

4. The Consultation Process

4.1 The improvement plan and associated priorities, outcomes and new ways of working have been developed over recent months through extensive dialogue with a range of groups, including:

- Staff and UNISON, through suggestion schemes, briefings, the UNISON Change Forum and the DLO Staff Forum
- Elected members, primarily through the DLO Project Members' Steering Group
- The Tenant Services Management Board

4.2 Since the start of the formal consultation process (25 October 2010), members of staff at the DLO have asked a wide range of questions about the internal transformation proposals. These questions and answers are attached as Appendix B.

5. Financial Benefits of the Proposal

5.1 A table showing the indicative financial benefits of the interim improvement plan is shown below.

Table 1: Indicative efficiencies arising from internal transformation

Efficiency Measures	2010/11 (£ pt yr)	2011/12 (£)	2012/13 (£)	2013/14 (£)	2014/15 (£)	Total all years (£)
Staff changes	56,285	114,359	114,359	114,359	114,359	513,721
Technology (incl. vehicle tracking & software support)	- 2,550	43,210	49,558	49,558	49,558	191,884
DLO Surplus (as projected in MTFP)	73,000	73,000	73,000	73,000	73,000	365,000
Total	126,735	230,569	236,917	236,917	236,917	1,068,055

- 5.2 The figures provided in the above table have been discussed with finance colleagues and represent best estimates based on current information. As further improvements are identified through the internal transformation process, the projected efficiencies are likely to increase.
- 5.3 Savings attributable to 'staff changes' in the above table include staff related savings proposed in the 'savings delivery plans', included within the papers of Corporate Scrutiny Committee on 18 November 2010.
- 5.4 Discussions have recently been held with SWOne procurement colleagues regarding internal transformation, to identify potential savings deriving from DLO procurement activity. Early indications show a potential procurement saving of £712,000 over a five year period, in addition to the efficiencies shown in Table 1. Further work will now be undertaken by SWOne to develop a procurement 'category plan', outlining in detail how such savings could be realised. The draft category plan would be subject to challenge and discussion with senior TDBC staff before any 'sign off'.

6. Monitoring of Internal Transformation

- 6.1 Monitoring of the internal transformation plan, including tracking of the indicative financial benefits, will be carried out on a regular basis by the DLO Project Members' Steering Group. In addition, performance of the DLO will continue to feature as part of routine quarterly performance monitoring carried out by Executive and Scrutiny.

7. Comparison of Outsource and Internal Transformation

- 7.1 As mentioned in section 2, procurement activity towards outsourcing is now scheduled to start in summer 2011. It is anticipated that a potential outsourcing solution arising from this process will be ready to put to elected members in spring 2012.
- 7.2 Members will be presented with a 'comparison report' in spring 2012, showing the key features, benefits and risks of the internal transformation and outsourcing proposals. The comparison report will provide evidence to assist members in making a decision on whether outsourcing or internal transformation should be followed as the preferred model for DLO services.
- 7.3 The internal transformation plan in spring 2012 is likely to differ significantly from the interim plan shown in Appendix A. This is mainly because the service specification will have been reviewed and new efficiency initiatives and staffing proposals will have been identified to take internal transformation beyond the current interim arrangement.

8. Finance Comments and Implications

8.1 Financial benefits arising from the proposal are outlined in section 5.1 (Table 1). These are best estimates, based on current information.

8.2 Financial monitoring of the improvement plan will be carried out on a regular basis, with results reported to members.

9. Legal Comments

9.1 There are no legal implications arising from this report.

10. Links to Corporate Aims

10.1 The internal transformation of the DLO will make a significant contribution to the Council's 'Climate Change' priority. This arises primarily from the introduction of vehicle tracking and smarter working practices, resulting in reduced vehicle/fuel usage, better journey planning and lower CO2 emissions.

11. Environmental and Community Safety Implications

11.1 The improvement plan will have a positive environmental impact, as described in 10.1.

12. Equalities Impact

12.1 At this stage no adverse equality related impacts on any particular individual or community group have been identified from the overall proposals.

12.2 As individual improvement initiatives are planned in more detail, equality impact assessments will be undertaken as required before implementation, to ensure that any potential impacts identified are positively managed. This work will be incorporated as appropriate with the wider equalities impact assessment and planning scheduled for all DLO services, starting in early 2011.

13. Risk Management

13.1 Internal transformation carries a range of risks and opportunities including financial, reputational, commercial and other project delivery related issues.

13.2 Risks will be identified and managed by the project team and overseen by senior management and the DLO Project Members' Steering Group.

14. Partnership Implications

14.1 None.

15. Corporate Scrutiny Committee Comments

15.1 The Corporate Scrutiny Committee considered the interim proposals at its special meeting on 22 November 2010. Detailed minutes will be published in due course and the following is a summary of key issues raised during the discussion:-

- Questions were asked about the indicative financial benefits shown in table 1 and how these were derived. It was explained that these were based primarily on interim staffing changes which had already started delivering savings, the introduction of vehicle tracking to enable more efficient use and deployment of staff and vehicles, and surplus amounts already projected in the Council's medium term financial plan. Members would play a key role in the regular monitoring of the indicative financial benefits and improvement outcomes.
- Questions were raised about how the any financial benefits would be used, whether for re-investment in the service or to assist with wider budget setting challenges. It was explained that a mixed approach would be likely, given the tougher financial climate the Council is now facing. There was no single approach to this and benefits deriving from each improvement initiative will need to be looked at on their own merits.
- Indicative procurement savings of £712k, identified by SWOne, were challenged. It was explained that these savings were indicative at this stage, and would be subject to agreement of a detailed category plan.
- Consultants Turner and Townsend were asked to give their view on the commercial potential of the horticultural nursery. The view given was that there was potential to expand this business significantly, subject to identification of new markets for produce.
- The potential merits of recommending a cancellation of the planned procurement exercise towards outsourcing were discussed at some length. Some members felt that the internal transformation approach could achieve greater success if the outsourcing option was stopped now, while others felt it was appropriate to keep options open, mindful of the fact that indicative benefits of internal transformation had yet to be proven. It was explained that regular 'gateway reviews' would be held throughout this project, including during the procurement process, which would enable the Council to take stock of the current situation and decide whether the business case to proceed along the agreed course was still valid. On balance, the Committee felt that at this stage the Council should stick with the

agreed 'twin track' approach, keeping both internal transformation and outsourcing options open.

- Some frustration was expressed that the outsource option would take over a year to bring forward and that the benefits to be had from this option now appeared less attractive. The progress made on internal transformation was acknowledged by independent consultants Turner and Townsend. It was explained that market conditions and facts in hand at the time had informed the original recommendation to pursue outsourcing; that the benefits of internal transformation had yet to be delivered in significant measure and that there was still merit in comparison with the private sector.
- Some concern was raised over the timescales in the attached improvement plan (Appendix A), particularly the commercial aspects around production of sales and marketing plans. It was explained that the timescales within the plan were considered realistic in view of current capacity and the breadth of activities within the plan. The improvement plan was a 'living document', and new initiatives would bring further benefits over and above those already identified, with progress reported regularly to members.
- The Committee felt that the interim proposals showed that the DLO had 'grasped the nettle' but that there was still a lot more to do to prove internal transformation as a credible way forward.
- The Committee unanimously agreed to support the interim improvement proposals.

16. Recommendation

16.1 The Executive is recommended to approve the interim improvement proposals.

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Background papers:

“Changes proposed to Themes 3 (DLO) and 5 (CMT & Legal and Democratic Services) of the Core Council Review as a result of the proposed Budget Strategy project” – Corporate Scrutiny Committee, 23 September 2010.



Red	<i>Behind Schedule</i>
Amber	<i>Slippage</i>
Green	<i>On target</i>
Not Started	<i>Not due to start</i>

Priority	Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
1	A Lean, efficient and resilient service, able to respond flexibly to the changing demands of the Council and external clients							
A	Staffing changes (initial)	i	Parks Manager retires - Structure alterations allow for the saving of a grade G post and lease car		G	100%	Completed 13th September 2010 interim structure changes complete	01/06/2010 12/09/2010
		ii	Nursery Manager retires - Structure alterations allow for the saving of a grade G post		G	100%	Completed - Post holder retired 12 September 2010	01/06/2010 12/09/2010
		iii	Post removed from reception - Amalgamation of reception staff responsibilities		G	100%	Completed Receptionist retired August 2010	01/06/2010 31/08/2010
B	Operational changes	i	Remove boundaries between 6 DLO's. Produce new service and people structure allowing for area, and multi disciplined working.	Southwest One finance	G	10%	Baseline data sourced from COSY on DLO activity by parish. Meetings have taken place with DLO Managers to establish current arrangements	01/09/2010 31/03/2011
C	Service operating location	i	Establish separate project for DLO accommodation and location	Asset management team			TDBC leading accommodation project, including DLO depot options	01/04/2011 01/04/2012
		ii	Identify appropriate staff for home start working, implement this process with telemetry.	DLO Managers				01/12/2010 30/06/2011
D	Technology	i	Vehicle telemetry - Have in place a preferred supplier and commence phased introduction of tracking system to all DLO commercial fleet vehicles	Southwest One Procurement				01/11/2010 30/06/2011



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Priority		Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
		ii	Mobile phones - issue mobile phones to staff identified to compliment mobile working	Southwest One Procurement	G	10%	Initial discussions have taken place on issue of mobile 'phones	01/10/2010	31/03/2011
		iii	Carryout a cost benefit analysis of introducing a computerised workflow system. Automated job flow from initial service request to works completion	Southwest One Procurement				01/04/2011	31/03/2012
		iv	Review the use of Academy, Cosy, and Confirm software systems	Southwest One IT			Investigations into the use of Confirm have already begun	01/04/2011	31/03/2012
E	Stores (purchasing & supplies)	i	Review key stores process and propose potential alternative delivery models.	Southwest One purchasing and supplies (DLO)				01/01/2011	31/06/2011
		ii	Review benefit of external sales to schools	Southwest One purchasing and supplies (DLO)				01/12/2010	31/03/2011
F	Transport DLO	i	Review necessity for vehicle fleet numbers, consider use of pool vehicles	DLO Managers				01/01/2011	30/09/2011
		ii	Remove Transport DLO trading accounts and attached staff to alternative service for costing process	Southwest One finance				01/12/2010	31/03/2011
		iii	Review Transport service cost and overheads	Southwest One finance				01/01/2011	30/06/2011
G	Processes	i	Identify key processes that can be streamlined for increased efficiency	DLO Managers				01/01/2011	30/04/2012



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Priority	Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
		ii	Research and introduce best practice processes using links with partner organisations, both private and public best practice	External Support	G	5%	Private sector best practice obtained. Other LAs being contacted on most efficient ways of working	01/10/2010 30/04/2012
H	Transparency	i	Activity Based Costing for Authority based work - Identify costs associated with internal DLO activities, as part of the wider agreed TDBC budget strategy.	Southwest One Finance			01/01/2011	31/03/2011
2	A thriving business, focused on commercial success							
A	Sales and Marketing	i	Review current external business and profitability	DLO Managers			01/11/2010	31/06/2011
		ii	Produce sales and marketing plan for buildings service, including income generation estimates	External Support			31/12/2010	30/06/2011
		iii	Produce sales and marketing plan for open space service, including income generation estimates	External Support			31/12/2010	30/06/2011
		iv	Produce sales and marketing plan for nursery service, including income generation estimates	External Support			31/12/2010	30/06/2011
		v	Set DLO annual profit target from external business	External Support			01/01/2011	30/06/2011



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Priority	Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
3	Excellence in performance management (financial and service)							
A	Budgets	i	Separation of TDBC external trading accounts to replicate service structure	Southwest One finance	G	25%	Initial discussions have taken place with TDBC Finance	01/09/2010 31/03/2012
		ii	Establish mechanism for tracking and reporting financial benefits realised	Southwest One finance	G	50%	Broad framework already established with Financial Improvement Plan	01/09/2010 31/12/2010
		iii	TDBC Finance to highlight DLO year end outturn	Southwest One finance	G	25%	Initial discussions have taken place with TDBC Finance	01/04/2011 30/04/2011
		iv	TDBC Finance to calculate internal recharges each month	Southwest One finance	G	25%	Initial discussions have taken place with TDBC Finance	01/11/2010 31/03/2011
		v	TDBC Finance to recalculate hourly rates taking into account financial improvement plan items	Southwest One finance			Initial discussions have taken place with TDBC Finance	
		vi	Identify internal recharges allocated to the DLO that should sit directly with the general fund	DLO Managers / Southwest One finance				
B	Stakeholders	i	Review existing process of member involvement in delivery of improvement plan and business improvement	Project Director	G	50%	Members updated on DLO emerging priorities and actions	01/09/2010 30/06/2011
		ii	Engage with existing internal and external clients on possible areas for additional work	DLO Managers				01/03/2011 31/12/2011



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Priority		Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
C	Communication	i	Revise communications overview and plan, encompassing staff, members, stakeholders etc.	Project Director				01/11/2010	30/11/2010
		ii	Staff consultation survey - to review staff satisfaction on evolving delivery model. Link to PREDS	Southwest One HR				01/12/2010	31/06/2011
		iii	Stakeholder survey - to gain views of significant partners and internal clients on evolving delivery model					01/04/2011	01/06/2011
		iv	Customer consultation survey - identify satisfaction from external clients on service they receive					01/04/2011	01/06/2011
		v	Develop standard information packs / promotional materials for each service to be available in reception/face to face to educate customers on services provided					01/03/2011	31/05/2011
E	Performance management	i	Develop the use of existing corporate performance management framework including Key Performance Indicators linked to organisation objectives, appraisals and personal objective setting for staff.		G	15%	Draft list of KPIs produced	01/12/2010	28/02/2011
		ii	Regular review and reporting of performance (team and individuals) across all areas, inc productivity.					01/01/2011	31/03/2012
4	Excellent customer service and quality								



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Priority		Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
A	Quality	ii	Identify relevant accreditations that we wish to retain and strive to achieve (Investors in people, ISO ratings)					01/04/2011	31/12/2011
B	Standards	i	Review and revise customer service standards and expectations, including responses from surveys and commitments we make (service level agreements)					01/01/2011	31/03/2011
		ii	Publish performance against standards (revised Key Performance Indicators)	Performance and Client team				01/04/2011	31/03/2012
C	Customer contact	i	Review first point of customer contact arrangements	Southwest One contact centre				01/04/2011	31/07/2011
D	Complaints & customer feedback	i	Use complaints and feedback to inform future service delivery improvements					01/01/2011	31/12/2011
5	A committed and empowered workforce								
A	Vision & values	i	Develop vision statement with a clear purpose of the DLO, in consultation with staff					01/11/2010	31/12/2010
B	Training, development & team building	i	Conduct skills audit to identify existing ability to multi discipline						
		ii	Review and revise training and development plan					01/12/2010	03/06/2011



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Priority		Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
		iii	Carry out events to engage teams to support internal transformation					01/11/2010	31/06/11
		iv	Establish approach for recognising high performance and excellent customer service at individual and team level					01/11/2010	31/03/2011
		v	Provide programme and project management training to relevant staff					01/11/2010	30/06/2011
C	Performance management	i	Establish a mechanism to communicate performance	DLO Managers				01/01/2011	31/03/2012
		ii	Review and update project management framework if appropriate	Project Director				01/01/2011	31/03/2012
		iii	Introduce a performance notice board to publish and celebrate individual staff performance, utilise core brief to highlight team performance	DLO Managers				01/01/2011	31/03/2011



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Priority		Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
		iv	Reinforce performance management framework and key performance indicators	DLO Managers				01/01/2011	31/03/2012
D	Consultation	i	Continue staff consultation and engagement around new operating model	DLO Managers	G	25%	Initial staff communication of changes to structure	01/09/2010	14/12/2010

DLO Transformation Project

Special Edition Newsletter No: 8 October/November 2010

Draft Interim Plan for Internal Transformation of DLO Services Consultation Period 25 October 2010 to 22 November 2010

This is a special edition of the DLO Newsletter to share with DLO staff the FAQs that have come out of the Consultation Period Briefing Sessions. The official consultation period has now closed, but we continue to welcome your comments and suggestions throughout the transformation.

Frequently Asked Questions

The following questions have been raised during formal consultation on the draft interim plan for internal transformation of DLO services.

1. A LEAN AND EFFICIENT SERVICE

Q1.1 Will vehicle tracking be fitted to managers' vehicles as well as fleet vehicles?

Vehicle tracking will be fitted to fleet vehicles only rather than those which are also used for personal reasons. Vehicle tracking is being installed primarily to enable the most efficient deployment of fleet vehicles and workforce.

Q1.2 Are we considering getting details of schemes/policies from other authorities that have done this?

We will be looking to other private and public sector organisations to identify the best policies and implementation processes for us.

Q1.3 The paper tickets have alerts on them to warn of risk – violent tenant etc. – will we still receive these alerts if using a tracker system?

The tracking system we are currently investigating is linked to the vehicles and will not alter the job creation and works order process, although this will be looked at later. Any alterations will continue to use a warning alert system.

Q1.4 Having a double wheel base van would enable staff carrying heavy loads to reduce journeys to and from the depot.

We are moving to a way of working where the vehicle fleet as a whole will be available to anyone who needs a particular vehicle type. Vehicle replacements need to be carefully considered so that they meet the needs of the service.

Q1.5 Will we be employing better deployment of stock/goods direct to site?

The management of our materials will be considered throughout the transformation. Where there is a need to have large quantities of materials at specific locations, delivery direct to site can be an option for supervisors.

Q1.6 Since the DLO lost a member of reception staff, phone calls have been missed. That cannot be good for business.

One of the actions within the plan is to review and improve the first point of contact that customers are faced with. It would not be good for our reputation or increasing our commercial business if we could not answer the phones.

Q1.7 If we are moving towards a multi-skilled workforce, will the current job evaluation scheme be reviewed to reflect this?

There are no plans to review the current job evaluation scheme as this is a Council wide scheme. There is some work to be done in conjunction with HR and UNISON when considering the roles that people will be asked to carry out in the future and as this is progressed decisions on whether posts need to be re-evaluated will need to be taken.

Q1.8 External contractors who fit kitchens and bathrooms do not supply the same fixtures and fittings as us. This creates problems for the DLO when we come to maintain and repair.

We will discuss this with our clients, including Housing Property Services. If altering the kitchen parts that we fit needs to change then this is a possibility.

Q1.9 Very often, the description we receive for works to be carried out is not detailed enough, resulting in additional time and journeys to get the right materials to do the job.

We will work with clients and staff to identify ways of improving descriptions of work that they require.

Q1.10 Stores need more advance notice of the materials people need, to avoid wasting time at the beginning of the day waiting for goods to be supplied.

A complete review of the way we hold and issue our materials will be carried out. It is not effective to have people waiting in store to get items over the counter, or for supervisors to expect the store to hold everything that is needed. The plan is dependent upon people pre-planning as much work as possible.

Q1.11 Void properties need a better description of the works required.

We will discuss this with Housing Property Services (HPS) as they are also looking into the voids process.

Q1.12 Void properties should be checked for damp before works begin.

We will discuss this with HPS as they are also looking into the voids process.

Q1.13 Does the housing client want the DLO to carry out work, rather than external contractors?

The housing client (HPS) wants the work that they commission to be delivered effectively and in a financially efficient manner. If the DLO is to make itself more attractive to all our clients, then there is the potential to win more work.

Q1.14 Communication between different trading parts of the DLO is poor, resulting in inefficiency.

Under the improvement plan, communication between individual trades within the DLO will improve, allowing works to be completed in a more efficient manner.

Q1.15 The process of booking appointments and how these are confirmed does not work well. Many appointments are not kept by the customer because of poor communication.

Currently the housing client is responsible for making the appointments for some of their contractors, including the DLO. We will be working more closely with them to identify the best appointment process going forward and will involve staff with these discussions.

Q1.16 Is flexible working an option for DLO staff? We could spend a little time beyond normal working time completing a job, so that we wouldn't have to waste time travelling and gearing up to complete the job the following day?

We will look into this further and discuss the potential to adopt some form of flexible working with clients.

Q1.17 Supervisors should have pool vehicles.

Using the vehicle fleet more effectively is a requirement upon all staff, including supervisors. By reviewing fleet utilisation we hope to reduce the size of the fleet and increase the savings that can be made.

Q1.18 How will mobile phones be provided?

We will firstly identify those staff who need mobile phones and how they are currently provided. It is not our intention to issue mobile phones to all staff members, only to those where a time saving, efficiency or safety reason can be identified.

Q1.19 We need to be better at pre-planning and scheduling jobs, with a better description of the job requirements at the start.

Supervisors will be challenged to better pre plan works where possible.

Q1.20 Can I start my working day in Wellington, to avoid the time and money spent travelling to and from Taunton?

The improvement plan includes home based working for appropriate staff, alongside introduction of vehicle telemetry and more flexible working practices.

Q1.21 Is the depot site up for review?

Yes, the improvement plan refers to the establishment of a separate project to look at DLO accommodation requirements and location.

Q1.22 Doesn't it make sense for the workforce to have fuel cards, rather than having to use the depot's own station every time we fill up?

There are still some fuel cards in use for people who work remotely from the depot. The general practice is to buy all fuel centrally and this has created a saving. If we are able to identify staff who are travelling unnecessary distances just to refuel then these need to be considered on a case by case basis.

Q1.23 Will we revisit job evaluation as part of the transformation?

Please see Q1.4 above.

Q1.24 When will the internal transformation plan happen?

The plan contains a timetable detailing when specific items will be started. Some elements of the plan have been completed already, such as the interim management restructure. We will be looking to carry out the items that provide efficiencies early on to demonstrate the credibility of the plan.

Q1.25 There is a lot of redundant equipment around the depot site. What are we going to do with this?

If there is equipment that is genuinely redundant then this will be removed and the space freed up.

Q1.26 When will vehicle tracking start and which vehicles will the technology be fitted to?

We have contacted Southwest One and asked for their assistance in buying the vehicle tracking equipment. We aim to get the equipment fitted to all fleet vehicles (not mowers at this stage) by June '11.

Q1.27 Will the internal transformation reduce the winter flexi time that parks staff have to take?

It is unclear at this stage how this will be affected. However the same works will need to be completed at the most appropriate time.

Q1.28 We start work at 7am but stores open at 7.30. Can we change this?

We will become less reliant upon the stores for materials at short notice. The short term approach will not involve opening stores earlier but will involve a greater emphasis on pre-planning to ensure that people have the equipment / materials they need before they start work. Pre-planning has the potential to save a lot of time.

Q1.29 Stores do not have certain equipment (eg strimmer heads) in ready supply, resulting in long waits (sometimes weeks) and 'down time' for equipment.

A review of the stock holding for stores will be carried out; we need to make sure we have the materials that we need available without having to carry unnecessary stock values.

Q1.30 When will we start home-based working and will we set up mini depots/containers around the Borough to allow this to happen?

We are looking to identify the correct service and staff where home based working will be most appropriate. The use of site containers and sub depots may represent an additional cost so we need to be sure that any efficiency would outweigh this cost.

Q1.31 Have we learned from other councils and organisations and what they are doing well?

By using external consultancy support, we have been able to call upon all of the experience they have in delivering similar transformation projects both with other local Authorities and private sector businesses. Learning from other organisations will be an ongoing feature of the internal transformation plan.

Q1.32 Can we use other waste and recycling sites around the Borough, rather than bringing waste back to the Depot?

We will investigate the cost of taking waste direct to tip sites and see if it is cheaper than bringing it back to Priory Depot.

Q1.33 Who will pay for vehicle tracking and will it pay for itself?

Vehicle tracking will be paid for by the DLO services and will provide a return within year 1.

Q1.34 Multi-skilling sounds fine, but are we at risk of becoming 'jacks of all trades and masters of none'?

We will make sure that we use the existing skills of our employees to deliver services more efficiently. In the early stages some of these changes will be minor, but we hope to develop the workforce to be more multi skilled in their approach. There are a number of risks associated with this and we need to control these with the help of staff.

Q1.35 As a joiner I would be worried if I was asked to wire a house? Is that what you are expecting?

We are not expecting staff to undertake dramatically different roles where their ability does not match with the tasks they are being asked to perform. What we are looking for is to be able to utilise the skills that are within our workforce, and expand on those through training, without the current limitations of defining employees by trade.

Q1.36 I am worried about taking work from colleagues in other trades as a result of multi-skilling.

The aim is to ensure we are able to deliver services to our customers in the most efficient and effective manner. There will be a knock on effect of performing additional tasks traditionally performed by another trade. This is likely to occur in all trades making the delivery more efficient but it will not reduce the jobs that need to be performed. Where reductions in the workforce are required we will be looking to address this through natural turnover in the first instance.

Q1.37 Who is watching sub-contractors and the work they do?

Any sub contractors that **the DLO** employs will be monitored by the DLO. Any sub contractors that are employed by other areas of the Council should be managed by that client.

Q1.38 Why don't we open an account with Build Base in Wellington (for example), to stop un-necessary travel to and from our own stores?

The procurement service is now setting up suppliers in Wellington and Wiveliscombe.

Q1.39 Could we consider reviewing the flexi-system in place for parks staff, so that we can keep people on in the winter period and use less agency staff?

This will be reviewed in 2011/12.

Q1.40 With the internal transformation, are there any plans to make the management of the fleet more productive? Lots of man hours seem to get lost in finding vehicles/vehicle downtime.

A complete review of the vehicle repairs and maintenance service will be carried out to identify any areas where this can become more efficient.

2. A MORE COMMERCIAL SERVICE

Q2.1 Is the Council paid enough for all that the DLO does?

An early action within the interim improvement plan will be a review of profitability of key external works. This review will enable a clearer judgement to be made on whether levels of return are acceptable.

Q2.2 Can we separate high value waste (eg copper) to make an income for the Council?

Waste is already separated at the Transfer Station, within the Depot site. We will look into the practicality and potential benefits of further separating any high value waste to generate income. We should however make sure we are adhering to the contracts that we have in place with 3rd parties regarding disposal.

Q2.3 What is the old nursery site at Mount Street costing the DLO?

The old nursery site is still in the possession of the Authority and maintainable until a final decision is made on how best to dispose of it. Costs have been communicated to the Council Members as part of a confidential report into the sale of the Mount Street site.

Q2.4 Why don't we advertise the DLO's services in parish magazines, on our vehicles etc?

We first need to make sure the services that we chose to advertise are services that provide a good rate of return for the Council. Advertising locations could include parish magazines and increased visibility on our vehicles.

Q2.5 Many other council services don't know what the DLO does. We need to market ourselves better.

Highlighting the services of the DLO both internally and externally is essential. We will be using the transformation documentation to raise our profile as well as other more widely read publications such as Core Brief

Q2.6 Why don't we advertise for new work now?

We should be careful of trying to go out and grab any work that is going. The interim improvement plan highlights the need to hold the review into profitability before we focus our attention on sales.

Q2.7 Where will the capacity to take on additional work come from?

By making ourselves more efficient we will be able to free up some additional time to perform other more profitable works. We also need to consider that there may be less internal works as a result of Council budgets being reduced so this would free up some time also. Dependent on the extent of the additional external works available we may need to grow our workforce to meet with demand in certain areas.

Q2.8 We should place DLO advertising boards at every job we do.

It is a good idea to advertise the good work that we are currently doing. This is certainly an option that is being used by the parks and highways teams for external works and we will extend this practice to other areas.

Q2.9 Will we set a profit target for every external job we do?

We will be looking at the profitability of our external works. While there are unlikely to be fixed targets for every job, we must ensure that all external works make commercial sense for the Authority.

Q2.10 If we are making vast savings in the budget, are the savings we make going to be lost in what we can produce back? Will it be visible?

It is essential that we highlight the efficiencies that we are producing; we are in discussion with our finance officers to agree the way that these savings are tracked and used by the Authority.

Q2.11 Who will it fall to to get additional work?

Everyone will be playing their part in bringing in additional work, managers and supervisors will need to go looking for contracts, approach potential clients directly, and produce tender submissions. Members of the workforce will need to ensure we provide a professional image of the organisation so that people see us as a good contractor and want to use us.

Q2.12 Do you think it is worth training managers in how to deal with the private sector?

Training of staff will be essential to ensure we are getting the best out of the people we employ.

Q2.13 Are the Corporate Management Team and Directors committed to the internal transformation?

Yes, the Directors are fully committed to delivering the members decision to provide a genuine twin track approach, they will support all work of the internal transformation. Strategic Director (Brendan Cleere) has been seconded to the DLO to ensure the delivery of internal transformation proposals. Gail Cresswell has also recently joined the transformation project, providing crucial support to the process.

Q2.14 Is the Tenant Handbook updated yearly? If so this could be a good place to advertise the DLO's services.

There are many places where we can increase the advertising of our external works, the first requirement of the plan is for us to work more efficiently and release the time that will be used elsewhere.

Q2.15 There was talk of re-branding the DLO – is this something that is seriously being looked at?

There are many pros and cons to re-branding the organisation, there will be a time to consider this but it is unlikely to be until after the final comparison with the outsource option.

3. EXCELLENT PERFORMANCE MANAGEMENT

Q3.1 How does the DLO perform compared to other councils/organisations?

This is very difficult to identify. We believe that we perform well and that the service we provide is cost effective, but at the moment we have very few performance indicators that could be used to compare our work with others. As part of the transformation project, we will be introducing some additional indicators and targets to demonstrate our performance and highlight the improvements we are making.

Q3.2 I thought we were an “excellent Council”? Why do we need to prove ourselves?

The Council was assessed as being excellent under Comprehensive Performance Assessment in 2004. There is a continuing need and duty to deliver good value for Council Tax payers' money. We cannot afford to be complacent and in the current climate of reducing public expenditure, the need to demonstrate good value for money will only increase.

4. A COMMITTED AND EMPOWERED WORKFORCE

Q4.1 Are we going to invest in the training necessary to do multi-skilled working?

Yes. The first stage of the process will be to carry out a 'skills audit' to identify what skills we have within our workforce and make sure we are getting the best from those staff members. We will use the findings of the skills audit to help determine the training requirements into the future. Training may take a number of forms, such as on the job training from others or formal training from an external provider.

Q4.2 What are the incentives for staff to 'go the extra mile' to deliver the internal transformation?

All staff have a key part to play in making a success of internal transformation. Development of a recognition and reward scheme for individuals and teams who go the 'extra mile' forms an important part of the transformation plan which will need to be developed to recognise that the DLO is part of the Council. We want to recognise where staff have performed well, identify what we can do as employers to help people feel part of the process and demonstrate that you have control of the direction in which we are headed. For many staff, internal transformation is a preferred option to outsourcing. There is now an excellent opportunity to show that internal transformation is a credible alternative to outsourcing.

Q4.3 The potential re-development of part of the Halcon estate may result in loss of work for the DLO. What are we doing about that?

This potential re-development forms part of the Council's commitment to affordable housing and tackling deprivation in the community. A Project is being set up to look at a range of options and no decisions have been taken on whether or not to go ahead with a re-development. Potential risks and opportunities for the DLO would be identified and managed as part of the Project.

Q4.4 People are concerned that a performance notice board will be used negatively, to single out people.

The intention of the performance notice board is just the opposite; we will not be looking to single out poor performance by person or team but to highlight where we have achieved good results and high standards. We will be looking to publish the results of our performance indicators for all to see so that we can be open in celebrating our successes.

Q4.5 Multi-skilling will require investment in training. Where is the money coming from?

Funding for any training would need to come from within existing Council resources. Investment in training would need to be linked to a clear business benefit. Training is likely to take a number of forms, such as learning from colleagues on the job.

Q4.6 Applying a consistent “one DLO” approach will be difficult as staff are on different terms and conditions.

Although all staff are employed under National Terms and Conditions of employment there are staff on a variety of different terms and conditions and part of the challenge of delivering internal transformation is to be understanding of the differences and working in the most effective way to deliver the plan. No changes to existing terms and conditions are proposed at present, although further consultation with staff and UNISON will take place in the event of any specific changes proposed.

The Consultation Period has now closed however this does not mean we no longer wish to receive your questions, comments or suggestions. If you have any questions, comments or suggestions in relation to the Transformation Project please contact one of the Key Contacts below. The Suggestion Box is also available to all staff in the Mess.

Key Contacts

If you have any questions about the DLO Transformation Project, these can be raised with any of the following people:-

Ann Forester
PA to Brendan Cleere, Strategic Director, Room 120 Deane House
Extension 2302 or 01823-356406 (a.forester@tauntondeane.gov.uk)

Chris Hall, DLO Transformation Project Manager
Extension 2345 or 01823-358692 (c.hall@tauntondeane.gov.uk)

Cyril Rowe, Assistant Parks Manager – DLO Project representative
Extension 2142 or 01823 356364 (c.rowe@tauntondeane.gov.uk)

Brian Gibbs, Highways Works Manager, DLO
Extension 2134 or 01823-356361 (b.gibbs@tauntondeane.gov.uk)

Phil Webb, Housing Manager/Property Services
Extension 2146 or 01823-356505 (p.webb@tauntondeane.gov.uk)

Brendan Cleere - when he is based at the DLO –
by ringing Ann on Extension 2302 or 01823 356406 for an appointment
(b.cleere@tauntondeane.gov.uk)

FOR INFORMATION, ADVICE AND SUPPORT ON EMPLOYMENT MATTERS:

Martin Griffin, Retained HR Manager
Ext 2818 or 01823-356533 (m.griffin@tauntondeane.gov.uk)

Fiona Wills, HR Manager
Ext 2101 or 01823-356452 (f.wills@tauntondeane.gov.uk)

Amy Sutton, HR Officer
Ext 2213 (a.sutton@tauntondeane.gov.uk)

UNISON:

Oliver Foster-Burnell
Ext 2800 Deane House (Unison Office)
unison@tauntondeane.gov.uk

Taunton Deane Borough Council

Executive Committee – 1 December 2010

Review of inward investment activities delivered by the Into Somerset partnership, and request for future funding.

Report of the Economic Development Specialist

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

1. Executive Summary

- 1.1 The Council has, for the past three years, contributed to Into Somerset, to attract inward investors to the County. The contract for the delivery of Into Somerset has been delivered during that period by the Somerset Chamber of Commerce and Industry.
- 1.2 Across the County the initiative has had successes attracting 76 jobs and safeguarding another 65 (plus another 411 in the pipeline). Within Taunton Deane the initiative has been less successful, having been instrumental in creating 1 job, and safeguarding 3 (with none in the pipeline).
- 1.3 The Into Somerset Board has asked all of the funding partners to make contributions to extend the project to March 2014 (three financial years). The contribution requested of Taunton Deane Borough Council would be in the sum of £12,500 in 2011/12, £10,000 in 2012/13, and £7,500 in 2013/14, which is a significant reduction on previous years.

2. Background

- 2.1 The Into Somerset project commenced in March 2008 with funding from the Somerset Strategic Partnership, Business Link Somerset and the six Somerset local authorities. The project has been delivered through a Service Level Agreement with the Somerset Chamber of Commerce and Industry and with the benefit of seconded IBM marketing expertise.
- 2.2 Into Somerset is led by a partnership Board comprising the six local authorities and businesses. The Council is represented on that Board by Cllr Cavill. Officer input is through a Steering Group, on which the Council is represented by the Economic Development Specialist.
- 2.3 The Council contributed £20,000 per year over the past three years to Into Somerset. The current funding arrangements and business plan come to an end

in March 2011 and partners have deliberated the forward strategy for partnership working on inward investment beyond March 2011.

- 2.4 The attraction of inward investment across all sectors of the economy is recognized in the Economic Development Strategy as an important strand of the Council's overall strategy to deliver an employment-led growth agenda.
- 2.5 This item was considered by the Corporate Scrutiny Committee on 21st October 2010, which resolved:
that the Executive be recommended to withdraw from the Into Somerset Partnership and deliver inward investment activities alongside Project Taunton, using the budget previously earmarked for Into Somerset for its own marketing activities.
- 2.6 Whilst recognising the importance of delivering inward investment support the Committee felt unable to support Into Somerset due to the poor return delivered by the partnership over the past three years.
- 2.7 The Committee recognised the importance of carrying out an inward investment function for Taunton Deane, but, based on the performance of the Into Somerset partnership to date, felt unable to support an extension of the contract.
- 2.8 Since the above report, the Into Somerset Board, comprising all the Local Authorities in Somerset and local businesses, has met. Cllr Cavil attended that meeting. The Board resolved, subject to funding contributions being confirmed by the Councils, to extend the contract with the Somerset Chamber of Commerce for a further one year period (ie. to March 2012), during which time the contract would be put out to a full tendering exercise for the ensuing period. That decision was based on two main considerations:
 - i. Firstly, the likely difficulties that the Board would have in attracting a suitable calibre of contractor to deliver the programme given that it is only a one year contract, and
 - ii. Secondly, the changing environment within local economic development; notably the role of the emerging Local Enterprise Partnerships, and the increasingly difficult budgetary position of local authority partners.

3. Independent Evaluation of Into Somerset to date

- 3.1 To assist in decision making about the future strategy an independent evaluation of Into Somerset was commissioned in Spring 2010 to provide a picture of the effectiveness of Into Somerset in promoting Somerset as a business location and attracting inward investment to the county. The evaluation included consultation with funding partners, businesses and other stakeholders in the development industry.

- 3.2 The evaluation found that Into Somerset was seen to have been very successful in a short period of time. It had made a good contribution to improving the image of the County, to developing strong marketing materials and campaigns, and to offer an excellent service with capable knowledgeable staff. It had performed less well in terms of quantifiable direct new investment, although it acknowledged that this should be given longer to build momentum.
- 3.3 There was some feeling that more attention needed to be given to involving some of the local areas, which felt they had not, as yet, seen a lot of benefit. They included Taunton. Governance was effective and not seen as too bureaucratic. An overwhelming majority, 87% of respondents, felt that the programme should be continued against 5% who did not support its continuation.
- 3.4 The evaluation identified that the crucial challenge for the sponsors of Into Somerset is to find a means of maintaining resources beyond March 2011. It is clear, though, that the injection of public funds in 2008 has leveraged significant private resources, either through staff secondments, business manager time or 'in kind' service contributions.

4. Return on Into Somerset investment

- 4.1 The local authorities have invested a total of £612,500 in the delivery of Into Somerset in the period March 2008 to March 2011. The targets set for achievement by the end of March 2011 were 120 enquiries dealt with per annum and a total inward investment over the period of 25 businesses or entrepreneurs creating or protecting 500 jobs.
- 4.2 According to Into Somerset by the end of September 2010 there had been 20 businesses assisted with the creation of 76 jobs and the safeguarding of 65 jobs. An additional 411 jobs are currently in the pipeline in 4 companies (ie have confirmed the business relocation but have yet to create the jobs). Furthermore, an additional 60 businesses have to date been supported through the enquiry process.
- 4.3 Table 1 presents a summary of jobs created and safeguarded broken down by the five Somerset Districts. Members will be disappointed to note that in relation to Taunton Deane the initiative has had modest success. To date 2 businesses have been assisted, creating one new job and safeguarding a further 3. No additional, potential jobs are in the pipeline.

Table 1: Outputs of Into Somerset Apr 2008 to Sept 2010

District	No. of businesses relocated	No of jobs created	No of jobs safeguarded	Additional Potential Jobs
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Mendip	5	3	5	7
Sedgemoor	4	66	34	150
South Somerset	7	6	20	234
Taunton Deane	2	1	3	0
West Somerset	2	0	3	20
Total Somerset	20	76	65	411

- 4.4 It is not easy to pinpoint exactly why Taunton Deane has fared so poorly in comparison to neighboring Districts. The view of the CEO of Into Somerset is that the initiative should be seen as a two strand project; firstly to raise the profile of Somerset as a place to do business, and secondly to actually secure the investment. Using that analogy the initiative has been very successful in delivering the former strand – increasing the number of visitors to the website, in gaining press coverage as a result of Into Somerset PR work, and obtaining followers on Twitter, Youtube and the other virtual networking media. The initiative has also strengthened relationships with local commercial agents, though it has been less successful in creating links with Project Taunton.
- 4.5 Into Somerset, as well as other businesses within the development industry, has also referred to the shortage of large sites for employment land in Taunton, outside of the town centre, to accommodate large inward investors.
- 4.6 The public sector investment has been successful in levering in other investment to support the work of Into Somerset. The Somerset Strategic Partnership contributed £60,000 and Business Link Somerset put in £25,000 to pump prime the initiative. The most notable private sector contribution has been the secondment of marketing management time and expertise from IBM to the value of £20,000 a year together with board membership at director level. Web site income from the property search feature has been approximately £3,200 over the last year. Private sector board members and other Business Ambassadors have given their time to help manage and promote Into Somerset.
- 4.7 Members might wish to take a look at the Into Somerset website at www.intosomerset.co.uk for a summary of the service available to investors through the initiative.

5. Future Budget Scenario

- 5.1 Having considered the independent consultant's conclusions, Into Somerset's return on investment to date, and having taking account of the severe budget pressures faced by the public sector, the Board of Into Somerset is seeking contributions from local authority partners to enable the continuation of the programme for a further three year period at a reduced scale.

- 5.2 A draft budget has been estimated to continue the current level of delivery but based on a reducing level of local authority contribution over the 3 years 2011 – 2014. The proposal is to use the local authority and PRG funding to support the core delivery of Into Somerset over the next three years and the private sector would be expected to support the marketing budget either in cash or in kind.
- 5.3 With the reducing amounts of local authority funding there is an inevitable need to increase the contributions by the private sector. The aim would be for the local authorities to exit in terms of funding support by the end of the 2013 – 2014 financial year. This suggests a transition during the funding period from a majority local authority board to greater representation of the private sector.
- 5.4 To ensure the future sustainability of the inward investment programme for the county financial contributions from local authorities on a downwards sliding scale will be required for the next three years. The proposed contributions are:

Table 2: Proposed Public Sector financial contributions to Into Somerset

	2011/12	2012/13	2013/14
Somerset County Council	£40,000	£35,000	£30,000
Mendip District Council	£12,500	£10,000	£7,500
Sedgemoor District Council	£12,500	£10,000	£7,500
South Somerset District Council	£15,000	£12,500	£10,000
Taunton Deane Borough Council	£12,500	£10,000	£7,500
West Somerset Council	£3,000	£2,500	£2,000

- 5.5 A contribution from the Somerset Local Area Agreement Performance Reward Grant of £140,000 has already been secured for the forthcoming three years.
- 5.6 A verbal update will be given at the meeting on other local authorities' positions in relation to the contributions requested

6. Discussion and Options

- 6.1 Inward investment plays an important role in developing the local economy; bringing new skills and business processes to the local area, and stimulating new supply chains and sectoral strengths. Be it from UK or foreign owned companies demand exists for good quality land in the UK with the right services, access, labour supply, and support. Taunton Deane has an enormous amount to offer potential investors, with its first class rail and road infrastructure, high quality built and natural environment, and its location within the South West. Whilst Members will be aware of the frustrations of the development industry referred to in paragraph 4.5 those issues are being addressed separately through the Core Strategy.

- 6.2 However, the role of the public sector in attracting inward investment has changed in recent years, mainly through the growth of the Internet. Investors can find a lot of the information they need off of the Web without contacting the local authority or its investment agents. It is important, therefore, that an effective and well informed presence is maintained on the web in order to furnish investors with the information they need in one attractive and accessible place.
- 6.3 Where the local authority can also add value is in overcoming the perceived barriers to investment (for example ensuring that statutory regulations do not impede appropriate development) and ensuring that there exists an adequate supply of the necessary resources to attract businesses, such as land, skilled employees and infrastructure. By consistently reinforcing that enabling role the Council can justifiably communicate to investors that it is 'open for business'.
- 6.4 In that context the Council appears to have the following options in delivering its inward investment programme:
1. To withdraw from inward investment activities, including web presence, and rely on the market to attract investment thanks to Taunton Deane's natural strengths, its locational advantages, and the activities of the private sector (eg commercial property agents).
 2. To withdraw from the Into Somerset partnership and deliver inward investment activities alongside Project Taunton, using the budget previously earmarked for Into Somerset for its own marketing activities. Through this mechanism the Council may be able to lever in funding and skills from business partners. However, this option places the dependency mainly on the Council to sustain its activity, drawing on its own skills and uncertain funding, and it does not enable the attraction of funding from the other Somerset authorities to market the Borough.
 3. To commit to the Into Somerset partnership for a further three years, making either the contribution requested above or at a lower level.
 4. To sign up to Into Somerset, but on a year by year basis. This option would enable the Council to take better account of the changing budgetary situation, and the role and priorities of the new Local Enterprise Partnership. It would also enable Officers to discuss with local businesses the opportunities they perceive to best market the Borough.
- 6.5 Should the Committee opt to support Into Somerset, under either Options 3 or 4, Officers will input fully to the partnership to ensure, firstly, that the Borough obtains sufficient profile amongst its Somerset rivals in attracting investors, and secondly, that better arrangements are put in place to performance manage the contract, including ensuring that regular updates are given to Taunton Deane Officers and Members.

6.6 Whichever option Members select it is important that the Council sustains an investor friendly business environment, fulfilling the enquiries received and reinforcing at all levels and throughout the organisation the messages referred to in paragraph 6.3 above.

7. Finance Comments

7.1 Paragraph 5.3 above refers to the level of contribution requested from the Council towards Into Somerset. Should Members decide to support the request, either at that level or at a reduced level, the contribution would be met from within the Economic Development budget.

8. Legal Comments

8.1 There are no direct legal implications arising from this report.

9. Links to Corporate Aims

9.1 This proposal links to the Regeneration Aim of the Corporate Strategy.

10. Environmental and Community Safety Implications

10.1 There are no direct Environmental and Community Safety implications of this report at this stage.

11. Equalities Impact

11.1 There are no equalities implications at this stage.

12. Risk Management

12.1 A reduction in the level of contribution towards the Into Somerset partnership will result in a reduced capacity for that organization to market the County to investors, which will have a negative impact on the Council's ability to fulfil the aims of its Corporate Strategy and Economic Development Strategy.

13. Partnership Implications

13.1 The Into Somerset partnership represents a useful vehicle to coordinate the increasingly limited resources of the six local authorities in Somerset. Since 2008 the partnership has levered in investment from amongst businesses, and has demonstrated that two sectors can work together to deliver economic development aims.

13.2 Should Members decide to not make any contribution the Council would be obliged to withdraw from the partnership, thereby damaging those relations.

14. Recommendations

14.1 That the Executive supports the Into Somerset Partnership for a further one year period.

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Taunton Deane Borough Council

Executive - 1 December 2010

New Executive Arrangements

Report of the Legal and Democratic Services Manager

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

Executive Summary

This report updates the Executive on the consultation process that was undertaken as approved by Full Council on the 5 October 2010 and recommends that Full Council adopts the Strong Leader and Cabinet model as proposed.

1. Background

1.1. On the 5 October 2010 Full Council indicated that they would prefer to implement the Strong Leader and Cabinet model as the model that should be implemented following the next Local Government Elections on the 5 May 2011.

1.2. In addition Full Council also approved the consultation process as set out below:-

Date	Action
5 October 2010	Approval for procedure and consultation process
4 week consultation period	18 October – 19 November 2010
1 December 2010	Report to Executive with results of consultation process and recommendations on the two options
14 December 2010	Full Council resolution to adopt new arrangements
5 May 2011	Borough Council elections
9 May 2011	New executive arrangements to take effect.

1.3 The consultation took place and one letter was received which supported the proposed model.

2. Legal comments

2.1 No further legal comments are relevant at this stage.

3. Financial Comments

3.1 There are no financial implications in this report.

4. Links to Corporate Aims

4.1 There are no direct links to the Corporate Aims.

5. Equalities Impact

5.1 Robust governance arrangements reinforce the Council's commitment to its statutory and non-statutory equality and diversity obligations.

6. Recommendation

6.1 The Executive recommends to Full Council that it adopts the Strong Leader and Cabinet Model and approves the necessary amendments to the Council's Constitution.

Contact Officer: Tonya Meers 01823 356391 or t.meers@tauntondeane.gov.uk

19/01/2011, Report:Review of Essential Users and Car Allowances

Reporting Officers:Martin Griffin

19/01/2011, Report:Proposed Regeneration of the Halcon Area of Taunton - Update

Reporting Officers:Lesley Webb

19/01/2011, Report:Council Tax Base 2011/2012

Reporting Officers:Paul Fitzgerald

19/01/2011, Report:Future Use of Flook House, Taunton

Reporting Officers:James Barrah

19/01/2011, Report:Control of parking on TDBC public spaces

Reporting Officers:Joy Wishlade

19/01/2011, Report:Potential purchase of a Capital Asset, Taunton

Reporting Officers:Joy Wishlade

10/02/2011, Report:Quarterly Corporate Performance/Finance Update (Quarter 3)

Reporting Officers:Dan Webb

10/02/2011, Report:Taunton Town Centre Supplementary Planning Document

Reporting Officers:Tim Burton

10/02/2011, Report:General Fund Revenue Estimates 2011/2012

Reporting Officers:Paul Fitzgerald

10/02/2011, Report:Housing Revenue Account, Revenue Estimates and Rent Levels and Deane Helpline for the 2011/2012 Financial Year

Reporting Officers:Paul Fitzgerald

10/02/2011, Report:Capital Programme 2011/2012 onwards

Reporting Officers:Paul Fitzgerald

10/02/2011, Report:Council Tax Setting 2011/2012

Reporting Officers:Paul Fitzgerald

16/02/2011, Report:Core Strategy and Infrastructure Delivery Plan

Reporting Officers:Ralph Willoughby-Foster

16/03/2011, Report:Review of Choice Based Lettings Scheme

Reporting Officers:Stephen Boland

16/03/2011, Report:Somerset Waste Partnership Business Plan

Reporting Officers:Shirlene Adam

16/03/2011, Report:Treasury Management Strategy Statement

Reporting Officers:Maggie Hammond