

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 14 September 2011 at 18:15.

---

## **Agenda**

- 1 Apologies.
- 2 Minutes of the meeting of the Executive held on 11 August 2011 (attached).
- 3 Public Question Time.
- 4 Declaration of Interests  
To receive declarations of personal or prejudicial interests, in accordance with the Code of Conduct.
- 5 Review of Essential and Casual Car User Allowance Scheme and Method of Application. Report of the Retained HR Manager (attached).  
Reporting Officer: Martin Griffin
- 6 Consultation on the registration of new Town and Village Greens. Report of the Community Development Lead (attached).  
Reporting Officer: Scott Weetch
- 7 Allocation of Growth Point Capital Funding. Joint report of the Strategic Director and the Project Taunton Director (attached). See also Confidential Appendix at agenda item No. 12.  
Reporting Officers: Joy Wishlade  
Ian Franklin
- 8 Goodland Gardens Public Conveniences, Taunton. Report of the Asset Planning Manager, Southwest One, Property and Facilities Management (attached).  
Reporting Officer: John Sumner
- 9 Financial and Performance Monitoring - Quarter 1 2011/2012. Joint report of the Performance and Client Lead and the Financial Services Manager (attached).  
Reporting Officers: Dan Webb  
Paul Fitzgerald
- 10 Budget Review Project : High Level Principles. Report of the Strategy and Corporate Manager (attached). See also Confidential Appendix at agenda item No. 13.  
Reporting Officer: Simon Lewis

- 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 Confidential Appendix B - Growth Point Capital Funding (attached). See also agenda item No. 7.

Paragraph 3 - Information relating to financial or business affairs.

- 13 Confidential Appendix - Budget Review Project - High Level Principles (attached). See also agenda item No. 10.

Paragraph 3 - Information relating to financial or business affairs.

- 14 Deane Helpline. Report of the Community Services Manager (attached).

Paragraph 3 - Information relating to financial or business affairs.

Reporting Officer: James Barra

Tonya Meers  
Legal and Democratic Services Manager

12 January 2012

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

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

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

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

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

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

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

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

If you would like an agenda, a report or the minutes of a meeting translated into another language or into Braille, large print, audio tape or CD, please telephone us on 01823 356356 or e-mail us at: [enquiries@tauntondeane.gov.uk](mailto:enquiries@tauntondeane.gov.uk)



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



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

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

**Executive Members:-**

Councillor J Warmington	(Community Leadership)
Councillor J Williams - Leader of the Council	(Leader of the Council )
Councillor V Stock-Williams	(Portfolio Holder - Corporate Resources)
Councillor N Cavill	(Portfolio Holder - Economic Development, Asset Management, Arts and Tourism)
Councillor K Hayward	(Portfolio Holder - Environmental Services)
Councillor J Adkins	(Portfolio Holder - Housing Services)
Councillor M Edwards	(Portfolio Holder - Planning and Transportation/Communications)
Councillor C Herbert	(Portfolio Holder - Sports, Parks and Leisure)

## **Executive – 11 August 2011**

**Present:** Councillor Williams (Chairman)  
Councillors Mrs Adkins, Cavill, Edwards, Hayward, Mrs Stock-Williams and Mrs Warmington

**Officers:** Kevin Toller (Strategic Director), Joy Wishlade (Strategic Director), John Sumner (Asset Planning Manager, Southwest One), Shirlene Adam (Strategic Director), Tonya Meers (Legal and Democratic Services Manager) and Richard Bryant (Democratic Services Manager)

**Also present:** Councillors Bishop, R Lees, Ms Lisgo, Morrell, Mrs Waymouth and A Wedderkopp

(The meeting commenced at 6.15 pm.)

### **69. Minutes**

The minutes of the meeting of the Executive held on 13 July 2011, copies of which had been circulated, were taken as read and were signed.

### **70. Taunton Deane Borough Council Carbon Management Plan for 2011/2012**

Considered report previously circulated, concerning the Council's Carbon Management Plan (CMP) for reducing carbon emissions from the Council's operations during 2011/2012.

The report reflected on the Council's progress in reducing carbon emissions between 2006/2007 and today, set out the priorities for 2011/2012 and briefly described the key actions planned. These actions had been developed by the joint Member / Officer Carbon Management Steering Group.

The CMP was accompanied by an Action Plan with 46 carbon reduction actions across the Taunton Deane / Tone Leisure sites and activities. The actions from this Plan for which the Council was able to quantify potential savings would result in a year-on-year saving of 5.2% or 225 tonnes of CO<sub>2</sub>, if fully implemented. Financially, this equated to savings of about £65,000 per year.

Priorities for 2011/2012 set out in the Action Plan included the following:-

- The harsh winter of 2010/2011 had shown that the insulation of buildings like The Deane House and the Deane DLO Depot was fairly poor. Improving the levels of insulation was therefore felt to be essential;
- Electricity prices had risen by 34% over the last three years. The Council was a large importer of electricity. Reducing the import of electricity through implementing energy efficiency measures and starting to generate Taunton Deane's own electricity was considered important; and
- Petrol and diesel prices were set to rise further in the future. Therefore,

reducing fuel consumed for travel by Deane DLO and by Taunton Deane/Southwest One staff was a third major priority for 2011/2012.

Full details as to how the above key actions would be brought into effect were set out in the report.

Further reported that the target for 2011/2012 was to reduce the Council's carbon emissions by at least 3% from 2010/2011. This was in line with the reduction target of 'at least 3% year-on-year' that had jointly been agreed between Taunton Deane, Somerset County Council and the four other Somerset districts in 2010.

Noted that the Corporate Scrutiny Committee had considered and supported the CMP and Action Plan at its meeting on 21 July 2011. A number of issues were raised by the Corporate Scrutiny Committee which would be considered through the duration of the plan, including:-

- Options for Taunton Deane to become involved in micro trading;
- Extending the energy auditors scheme; and
- Reducing energy usage at the Stoke Road Nursery.

The Committee had also commented positively in support of the installation of solar PV where possible on Council owned buildings.

**Resolved** that the Carbon Management Plan for 2011/2012 be agreed.

#### 71. **Future use of The Deane House**

Considered report previously circulated, concerning the future use of The Deane House, Taunton.

As part of the Budget Review, Southwest One had been requested to consider options for the future use of The Deane House. Options included the sale of The Deane House site and the build of a new property, or moving in to share with another organisation. A further option was to maximise the layout of The Deane House to free up space to share with another organisation.

With regard to this latter option, reported that the Council had recently been approached by Avon and Somerset Police (ASP) who had identified The Deane House as its preferred location for a presence in Taunton from 2014 when ASP would be required to vacate the current Police Station in Shuttern.

ASP had looked at a number of options within Taunton but the only one that really met its specification for a town centre presence with reasonably good access to the key routes in and out of Taunton and parking for their response vehicles, was The Deane House. ASP required an "in principle" decision by the Council during late summer, so that they could plan accordingly.

The Council held the freehold interest of the land, which included the swimming pool and car park. A plan of the site, which extended to 6.12 acres, was submitted for the information of Members.

The Deane House comprised 5563 square metres (sm) of Gross Internal Area (GIA) and accommodated approximately 349 staff including Southwest One, Tone Leisure and the South West Audit Partnership, permanent and fixed term.

The demand for workspace had changed in the last ten years and office space had been increasingly seen as an overhead which organisations had sought to reduce.

The options for The Deane House and adjoining land were reported as follows:-

- (1) Rationalise The Deane House office space to release 500sm (GIA) and let Avon and Somerset Police and secure a rental from the Police;
- (2) Rationalise The Deane House office space to release 2550sm (GIA) and let to Avon and Somerset Police and other appropriate partners. Letting large areas of floor space to office based public sector partners, in the current office market was likely to prove difficult. Consideration could though be given to other uses, such as serviced office space or educational;
- (3) Relocate the Council headquarters to County Hall in Taunton. This would need to be simultaneous to a sale of The Deane House and its campus, investment of the capital receipt and accommodation at County Hall being ready to move into;  
or
- (4) The Council undertaking to build a new, preferably shared and zero carbon headquarters. The sale or letting of The Deane House would be required to fund the rent.

All options would involve the adoption of a more “Smart Office” approach that optimised workspace layout, provided collaborative workspaces, enhanced meeting room management, harnessed technology and managed the cultural change required by staff.

All the options would also provide significant improvements towards the Government’s Total Place workplace, the aims of which were to join up public services to make them work more effectively and to save costs in a tough spending environment.

ASP had commissioned a feasibility study which had shown that it would be possible to fit their requirements into the ground floor and first floor areas reported.

The requirements of the Police included basing 131 staff at The Deane House, with 47 workstations/desk spaces, working to Smart Office principles of open plan and “hot-desking”. Storage facilities would be required, along with lockers, showers and access to interview rooms and to the building at all times. ASP had also requested sharing the current reception area and sufficient spaces in the car park for 33 response vehicles.

Avon and Somerset Police’s opening times were 8am to 10pm, plus Saturday mornings. Issues that would be dealt with at reception included:-

- Reporting crime/incidents;

- Reporting traffic accidents;
- Production of driving documents;
- Message taking;
- Reporting of information/intelligence;
- Reporting lost property;
- Handing in/collecting found property;
- Signing on bail;
- Pedlar licences;
- Shotgun applications;
- Surrender of offensive weapons;
- Registration of sex offenders;
- Surrender of firearms; and
- Recovery of seized vehicles.

To enable further information to be provided on the financial elements of the options, it was **resolved** that the press and public be excluded from the meeting because of the likelihood that exempt information would otherwise be disclosed relating to Clause 3 of Schedule 12(A) to the Local Government Act 1972 and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

Further reported that the Corporate Scrutiny Committee had considered the options at its meeting on 21 July 2011 and decided that Option 1 (sharing with the ASP) and funding for the feasibility study for Option 1 should be recommended to the Executive. The Committee was also concerned that Taunton Deane might wish to implement Option 2 in the future so that any work done for Option 1 should be done in such a way that Option 2 could be achieved later on as opportunities arose.

Noted that if the Executive's decision was to accede to the ASP request, a further report would need to be brought to both Scrutiny and the Executive when more detailed work had been done and before any final decision was made.

**Resolved** that:-

- (1) Option 1, rationalising The Deane House office space to release circa 500sm (Gross Internal Area) and letting this to Avon and Somerset Police, be approved to go forward to the next stage of a full feasibility study. Also that this be undertaken in a way that would not prevent Option 2 (Rationalising The Deane House office space to release circa 2550sm and letting to Avon and Somerset Police and other appropriate 'partners') coming forward in the future as opportunities arose; and
- (2) funding from the property maintenance budget for The Deane House, for a feasibility study, which would cost in the region of £1570 (Option 1) together with IT consultation costs, be also approved.

## 72. **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 6.48 pm.)

# Taunton Deane Borough Council

**Executive - 14 September 2011**

**Report of the Retained HR Manager**

## **Review of Essential and Casual Car User Allowance Scheme and Method of Allocation**

(This report is the responsibility of Executive Councillor Stock-Williams)

### **1 Executive Summary**

<p>The purpose of this report is to consider and approve a new method of allocation for Essential and Casual Car User Allowances for staff.</p>
---

### **2 Background**

- 2.1 The terms and conditions of employment for staff at Taunton Deane Borough Council are based on the National Terms and Conditions of Service for Local Government Services as amended locally by the Council through collective agreements with UNISON as the recognised trade union.
- 2.2 These national terms include a Scheme of Car Allowances for employees who can be classified as either essential users or casual users. For essential users both lump sum payments and mileage payments are made, based on the engine capacity of the vehicle, to reflect that the postholder cannot undertake their duties without the use of a vehicle. Payments to casual users provide for mileage payments only.
- 2.3 Neither the national scheme nor any previous local amendment to this scheme provide for a process for allocating allowances.
- 2.4 During the spring of 2009 the Council consulted staff on potential changes to the Essential and Casual User Scheme following the production of a report by the Strategic Procurement Service. At the end of this process, which saw a significant response from staff and UNISON, the Corporate Management Team agreed that a further joint review should be undertaken in conjunction with UNISON.
- 2.5 During the latter part of 2009 and the early part of 2010 UNISON representatives met with the Retained HR Manager on a regular basis with the remit of reviewing the scheme; ensuring that it supported staff undertaking their duties; provided for how essential and casual user allowances will be

allocated in the future and also contributed to the efficiencies required by the Council.

- 2.6 The UNISON representatives had been provided with and considered a wide range of proposals and made many representations to ensure that staff were protected and given support as any changes agreed were introduced.
- 2.7 It should be noted that these joint discussions have taken place over a period of time that the Council has been undertaking the Core Council Review, reducing staffing numbers and latterly dealing with the budget deficit. It should also be noted that changes to the Essential and Casual User Car Scheme have, in the past, lead to significant industrial action across the country which has disrupted services to the public.
- 2.8 At the time that a report on this subject was last considered by this committee (March 2010) a range of concerns were raised by UNISON Regional Office who requested significant information on the groups of staff affected, more in-depth Equality Impact Assessment data and updated figures.
- 2.9 Since then on-going and detailed discussions have taken place with both local and regional representatives on potential amendments to the Car Allowance Scheme and also the allocation method of car allowances. During this period CMT and Lead and Shadow Portfolio Holders have been kept updated on the progress of discussions.
- 2.10 During these negotiations there have been a number of changes in circumstance which have occurred. These are:
- The National Joint Council (NJC) for Local Authority Services has advised that they want a review of the national car allowance scheme;
  - The NJC have refused to put up allowances from 1 April 2011 until such a review is conducted;
  - HMRC rates for non taxable mileage have been increased with effect from 6 April 2011 to reflect the increase in motoring costs;
  - Local authority staff have not received a pay rise in either 2010/11 or 2011/12;
  - The Council has commenced a comprehensive budget review to deal with the funding deficit and staff have been advised that the Council will be looking to review terms and conditions of employment and staff benefits.
- 2.11 These changes in circumstance have, during the period of negotiation, influenced the type of discussion and also the proposals that are now before members.
- 2.12 The proposals for consideration have been advised to all staff and UNISON have, during July 2011, balloted their affected members with the following results:

In Favour                      – 82%

Against – 12%  
Spoilt Papers – 6%

- 2.13 Subject to member approval it would now be possible to secure a collective agreement to introduce these changes and minimise the risks and impact against the Council.
- 2.14 The proposals contained within this report were considered and supported by the Corporate Scrutiny Committee at its meeting of 18 August 2011.

### **3 Summary of Proposals and Timetable for Implementation**

- 3.1 Full details of the proposed Scheme are attached as Appendix A which will apply to all staff of whom approximately 200 are classified as either Essential or Casual Users.
- 3.2 There are no proposals to alter the national allowances as set out by the NJC due to capping of allowances at 2010 rates and the potential national review. It was felt more appropriate to await the outcome of such a review and acknowledge that with motoring costs having risen substantially over the last year such a proposal would detrimentally impact on staff and affect service provision.
- 3.3 There are, however, proposals for setting of rules as to the allocation of casual and essential user status and for keeping this under review. There are also some minor amendments to the local elements of car allowance payments.
- 3.4 If approved the intention would be to give notice to affected employees that this new 'Method of Allocation' will apply from 1 January 2012 which accords with the budget decisions for 2011/12.
- 3.5 Essential Users will need to meet the criteria as set out in the Scheme (Appendix A) which shows that such allowances will have a 1200 mile threshold; or have a proven requirement to undertake frequent urgent journeys or be contractually required to participate in a corporately approved 'Out of Hours' call out scheme and undertake mileage on a regular basis.
- 3.6 Allocations will be made against two years of records (or pro rata where not available) and will be reviewed every two years with the first review being effective from 1 April 2014. This will potentially see allowances vary as the nature of duties in a post evolve/change. An appeal process has also been agreed.
- 3.7 Other changes include:
- That the authority will no longer make it a condition of employment for a casual user to have to provide a motor vehicle for official duties;
  - That the 'out of district' mileage rate is amended to an 'out of county' mileage rate to support the development of further shared service delivery with other authorities.

- 3.8 All of these changes will mean that Theme Managers and Leads will need to continue to manage staff travel effectively, challenging the use of the car where appropriate and enforce the sharing of vehicles etc.

#### **4 Benefits of the Proposed Policy**

- 4.1 It is recognised that these changes will impact on staff and therefore it is proposed that reasonable notice of the changes will be given. This notice will also give the Council and staff the time required to undertake further work to support alternatives such as pool cars, further car sharing initiatives and alternative working practices which support the Council's commitment to reducing carbon emissions.
- 4.2 The introduction of a Scheme jointly developed with UNISON, which contains a fair and consistent process for allocating essential and casual user allowances, will also assist in reducing the risk of challenge based on employment and equalities legislation.
- 4.3 The new 'Method of Allocation' will also bring financial savings as set out below.

#### **5 Financial Implications**

- 5.1 Overall expenditure on essential and casual car allowances is in the order of £215,000 per annum (2010/11 costs) across General Fund and Housing Revenue Account services, and the DLO and Deane Helpline trading accounts.
- 5.2 At the time of writing this report the overall mileage records for staff are being recalculated to the most up to date position. However, if the data for the two year period ending 31 March 2011 were used, the new method would see a net decrease of 44 essential users producing a full year saving in the region of £50,000.
- 5.3 It should be noted that care should be taken in quoting a definitive saving as circumstances are always changing (staff increasing mileage as other posts not filled etc) and that the process allows for appeals.

#### **5 Links to Corporate Priorities**

- 6.1 These proposals will support the Corporate Objectives of Environment (5) and Delivery (6).

#### **7 Finance Comments**

- 7.1 The report clearly sets out the financial implications for the proposals. The Medium Term Financial Plan (MTFP) currently incorporates assumptions around the level of savings (similar to the amount shown in 5.2 above). However, these will need to be fully costed and incorporated as part of the

detailed budget setting process for 2012/13. At this stage, the estimate of £50,000 appears to be realistic based on these proposals. Significant variation to the proposals could affect the financial projections currently included within the MTFP.

7.2 The proposed implementation in January 2012 was anticipated when the 2011/12 budget was approved in February this year, therefore any delay or significant variation to the proposals will potentially affect the outturn for the current financial year.

7.3 As part of the detailed costings for 2012/13 budget setting, the expected savings will need to be allocated across General Fund, HRA and trading account budgets.

## 8 Risk Management

Risk	Consequence	Probability	Impact	Treatment
Scheme is challenged by UNISON and/or staff	Possible delays to Scheme introduction, Employment Tribunal Claims or Industrial Action	1	3	UNISON have been involved in Scheme design, staff have been consulted and a positive ballot result has been achieved.
New Scheme impacts on staff morale	Productivity affected and increased staff turnover.	3	2	Communication to staff to ensure they know the reasons why changes are required and the impacts on service delivery have been taken into account.

## 9 Equalities Issues

9.1 The proposed scheme will be applied across all staff on a consistent basis.

9.2 During the development of these proposals significant time has been spent discussing the potential equalities impacts and all of this data has been shared with UNISON.

9.3 All data has been assessed against a range of data such as gender, disability, ethnicity in addition to the full or part time nature of employment. As part of the consultation mitigating actions have been agreed to address a few potentially identifiable equalities issues:

These include:

- Using pro rata mileage allowances for part time staff;
- Acknowledging that disabled employees may undertake limited mileage due to their disability which may impact on their user status which leads to the inclusion of both informal and formal challenge and appeal so that staff can bring additional information into the process.

## **10 Partnership Implications and Consultation**

- 10.1 The policy will apply to all Taunton Deane employees including those seconded to SW1.
- 10.2 SW1 have been consulted on the proposals contained within this report and understand that these will apply to secondees.
- 10.3 Consultation has also taken place with the Taunton Deane UNISON Branch and UNISON Regional Office.
- 10.4 The proposals which were developed have been communicated to all affected staff.
- 10.5 The proposals also contain recommendations which will help support the development of shared service delivery.

## **11 UNISON Comments**

- 11.1 The proposals have been the subject of detailed discussions with UNISON as the recognised trade union. UNISON was able to recommend the proposals to its members on the basis of:
  - (i) Continued adherence to the NJC rates (including retention of the top tier of the NJC allowances)
  - (ii) Release of casual car users from the requirement to provide a vehicle, so that they can exercise the option of either being compensated at NJC casual user rates for using their own vehicle, or place the responsibility on the employer to provide alternative transport as required.
  - (iii) Inclusion of an appeal process to consider additional information and make an appropriate judgment on the need (or not) for a person to be an essential car user in the interests of the service.

## **12 Recommendations**

- 12.1 To approve the proposed Essential and Casual User Car Scheme as set out in Appendix A.

## **12 Appendices**

- 12.1 Appendix A – Proposed Essential and Casual User Car Scheme

**Contact:** Martin Griffin  
Retained HR Manager  
01823 356533  
m.griffin@tauntondeane.gov.uk

## APPENDIX A

### Essential and Casual Car User Scheme

#### 20. Car Allowances

20.1 Employees required to use their motor vehicles for the efficient performance of their duties will receive allowances for the use of their motor vehicles on business only after being so authorised by the authority. The authority may determine whether the use is casual or essential and the cubic capacity of car considered appropriate.

20.2 The authority shall have the right to require an employee to carry official passengers without any additional payment.

20.3 Where appropriate public transport must be used.

Journeys should be authorised by the approving manager on SAP Employee Self Serve or by the responsible officer nominated by him/her and claims for travelling allowance must likewise be submitted to and approved by the the approving manager on SAP Employee Self Serve or other responsible officer nominated by him/her.

For approved non ESS Users car mileage and expenses should be claimed using approved paper based systems.

Employees must maintain an official record of their journeys, showing full particulars of and the reason for each, including the names of official passengers carried. Such details must be recorded in the employee's log book/claim forms at the start and finish of each journey. TDBC will provide log books/claim forms to employees for this purpose.

Employees shall not use their own motor cars on journeys when there is room in the car of another employee making the same journey on the same business and as far as possible journeys over the same route by employees should be arranged so as to synchronise.

20.4 Employees shall have included and maintain in their policy of insurance a clause (please see below\*) indemnifying the local authority against all third party claims (including those concerning passengers) arising out of use of the vehicle on official business, provided that this requirement shall not apply where an undertaking has been given by an insurer to the local authority or the appropriate association of local authorities. Proof of this clause and a copy of the employees insurance policy must be provided to the HR Administration and Payroll section on an annual basis and at each change of insurance cover.

\*"Employees who use their own vehicles for any business travel must have **full business use cover** on their insurance policy. Without this cover an employee must



not drive on Council business. Driving to and from different work locations would be classed as business use.”

## **Essential Users**

20.5 The definition for essential users are those set out below. If the employee uses a private car in carrying out those official duties then they shall be entitled to receive the lump sum allowance and mileage rates set out in Appendix 2.

20.6 Where a car is not in use as a result of either a mechanical defect or the absence of the employee through illness:

(a) The lump sum payments should be paid for the remainder of the month in which the car first went out of use, and for a further 3 months thereafter. For the following 3 months, payment should be made at the rate of 50% of the lump sum payment.

(b) During the period when a car is off the road for repairs, reimbursement in respect of travel by other forms of transport should be made by the employing authority.

20.7 Payments of the lump sum allowance shall be made by instalments so that the amount of the total payments on account shall bear to the lump sum the same proportion as the number of completed months of the annual allowance period bears to twelve. The period over which the car allowances are paid should be from 1st April in any year to the succeeding 31st March.

20.8 In the case of an employee who takes up an appointment with the authority after 1st April in any year, or leaves the authority, the allowance should be so calculated that the amount payable bears the same proportion to a full year's allowance as the number of months in the year during which the officer uses his car bears to twelve. The calculation of the mileage allowances would thus be made on a proportionate basis in accord with the following procedure:

The mileage allowance to be paid at the higher rate would be equivalent to 709 miles per month of service.

The excess over 709 miles per month of service would be paid at the reduced rate. for example, where the total service in the financial year is five months then up to 3,545 miles would be paid at the higher rate and the excess over 3,545 miles would be paid at the lower rate.

## **Casual Users**

20.9 All staff not considered to be Essential Users will be deemed to be casual users.

20.10 The Authority will not make it a condition of employment that employees designated as casual users should provide motor cars for official use.

20.11 The allowances are contained in Appendix 2.

## **Out of County and Training Mileage**

20.12 An "out of county" mileage rate, equivalent to the lowest essential user mileage rate, is paid for the whole journey where

(i) any part of the journey is outside the Somerset county boundary.

20.13 The allowance is not paid to lease car drivers.

20.14 Staff are reminded that before 'out of county' mileage is undertaken alternative options relating to public transport and hiring a vehicle should be investigated, discussed with their line manager and used where appropriate.

## **Essential and Casual User Definitions**

### **CAR USER ALLOWANCE CRITERIA**

- **Criteria for Car User Allowances**

This policy specifies the criteria that must be satisfied for car user allowances to be allocated to a post. Outlined below is the criteria that needs to be satisfied to determine if the post should be allocated an essential user allowance. Other information to be considered at any appeal includes:

- The nature of the duties undertaken
- Why and how frequently a private vehicle is necessary
- Whether the timing of journeys can be influenced by the postholder and to what degree
- The number of miles actually undertaken by the postholder or similar posts
- If/why the number of miles travelled may change, and
- The views of the Theme Manager

**Car User Allowance entitlement will be subject to review every two years across the authority. If an employee changes from an essential user allowance to a casual allowance no payments will be made in respect of this change.**

ALLOWANCE		CRITERIA	REASON
<b>ESSENTIAL</b>	E1	An estimated or actual number of miles travelled on council business (within the Borough or other districts in Somerset as part of a partnership) as a requirement of the post of no less than 1,200 miles per annum	The Council needs to assist and support employees who travel a significant number of miles on Council business. The Council benefits directly from the convenience and time saved when officers travel in a private car when undertaking their duties
	E2	A regular requirement of the post to undertake frequent urgent journeys to attend locations around the District.	Being able to respond to urgent requests elsewhere can be an important factor in some jobs.  Urgent – non scheduled visits relating to imminent health and safety, personal care or other such issues which must be done the same working day.
	E3	All staff contractually required to participate in corporately approved 'Out of Hours' Emergency Call Out Schemes and who undertake mileage on a regular basis	
<b>Casual User</b>	C1	All other staff who undertake mileage will be paid at Casual User mileage rates.	

## CAR ALLOWANCES

National NJC rate effective from 1st April 2011 (subject to annual review by the NJC)

### Essential Users

	451-999cc	1000 – 1199 cc	Above 1200 cc
Lump sum per annum	£846	£963	£1239
per mile first 8,500	36.9p	40.9p	50.5p
per mile after 8,500	13.7p	14.4p	16.4p

### Casual Users

per mile first 8,500	46.9p	52.2p	65.2p
per mile after 8,500	13.7p	14.4p	16.4p

The out of county mileage rate is 36.9p

**Car Lease Rate**

The car lease rate is 14.8p per mile

**BICYCLE ALLOWANCE**

For travel up to a 3 mile radius from place of work - 20p per mile

# Taunton Deane Borough Council

## Executive – 14 September 2011

### Consultation on the Registration of new Town or Village greens

#### Report of the Community Development Lead

(This matter is the responsibility of Executive Councillor Edwards)

#### 1. Executive Summary

The consultation seeks views on proposals to reform the system for registering new town or village greens under section 15 of the Commons Act 2006. The Government seeks an improved balance between protecting high quality green space valued by local communities and enabling the right development to occur in the right place at the right time.

#### 2. Background

- 2.1 Town and village greens developed under customary law as areas of land where local people indulged in lawful sports and pastimes. These might include organized or ad-hoc games, picnics, fetes and similar activities. Most greens were registered in the late 1960s under the Commons Registration Act 1965. Today, anyone can apply under section 15 of the Commons Act 2006 to register land as a green if it has been used by local people for lawful sports and pastimes 'as of right' (ie without permission, force or secrecy) for at least 20 years.
- 2.2 The Government is seeking an improved balance between protecting high quality green space valued by local communities and enabling the right development in the right place at the right time. It also seeks to reduce the burden local authorities which are responsible for implementing it (in this case Somerset County Council) and on landowners who are affected by applications.
- 2.3 The consultation runs to the same timescale as the Department for Communities and Local Government publishes for consultation a draft of the National Planning Policy Framework which gives more detail of the Government's commitment to introduce a Local Green Spaces Designation through the Planning system, outlined in the Natural

Environment White Paper. The closing date for the consultation is 17 October 2011. A summary of responses is expected to be available from DEFRA within three months of the end of consultation with changes taking effect from April 2012.

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

- 3.1 The consultation is on the reform of the arrangements for registering new town or village greens.
- 3.2 The aim of the consultation is to seek the views of consultees on a proposed package of reforms to the new greens registration system, most of which would require primary legislation.
- 3.3 Alongside this, the Government will introduce a new Local Green Spaces Designation in the planning system to protect green spaces of particular importance to local communities. This designation would be used in local and neighbourhood planning and would be backed by strong planning policy in the new National Planning Policy Framework. The Local Green Space Designation will be introduced by April 2012.
- 3.4 The review is taking place because of the volume of applications to register new greens, the character of these sites and the controversy accompanying some such applications.
- 3.5 The process for determining applications is less than satisfactory and undermines credibility in the registration system because:-
  - Applications may lack substance or merit but not be rejected easily;
  - Applications can act as a last ditch attempt to stop development;
  - Applications stand outside of the planning system and must be determined on legal criteria without consideration of need, impact or hardship affecting any party;
  - The volume is raising costs and leading to delays in determination (although locally the number is low);
  - Applications are free to the applicant and so vexatious or frivolous applications are not discouraged; and
  - Application sites may bear little resemblance to a traditional green so that physical setting is generally immaterial to the application's success.
- 3.6 The objectives of the proposed reforms are to:-
  - Strike a better balance between protecting high quality green space, valued by local communities and enabling legitimate development to occur where it is most appropriate; and

- Ensure that when land is registered as a green, because of the exceptional protection afforded to new greens, the land concerned really does deserve the level of protection it will get.

#### **4. Summary of proposals**

- 4.1 Each of the proposals identified is briefly summarised below.
- 4.2 No Change – the existing registration system would remain unchanged.
- 4.3 Streamline sifting of applications – this proposal would enable registration authorities to reject applications at an early stage where insufficient evidence has been submitted or where there was strong evidence that that the application could not meet the criteria for registration.
- 4.4 Declarations by landowners – landowners would be given the chance to make a statutory declaration to negate any evidence of use of a claimed green during the period when the declaration remained in effect.
- 4.5 Character – new legislation would add a character test to the existing criteria for a green. Only land which is unenclosed, open and uncultivated would be eligible for registration.
- 4.6 Integration with local and neighbourhood planning – this proposal would take decisions on the future of sites into the planning system. It would prevent registration of land which was subject to a planning application or permission for development of the site, or which was designated for development or as a green space in a local or neighbourhood plan.
- 4.7 Charging fees – an applicant would be required to pay a fee when making an application. Legislation would allow each registration authority to set its own fee to a prescribed ceiling. It is not intended that the fee would allow for full cost recovery. Fees could be refundable if the application was granted.

#### **5. Questions**

- 5.1 Taking account of the Government's plans for the new Local Green Spaces designation, do you agree that the problems identified with the present greens registration system are sufficient to justify reform – so that the 'no change' option should be rejected?
- 5.2 Do you support the proposal to streamline the initial sifting of applications?
- 5.3 Do you agree that an initial determination should be made by the registration authority *after* inviting initial comments from the owner of the land affected by the application?

- 5.4 Do you support the proposal to enable landowners to make a deposit of a map and a declaration to secure protection against future applications to register land as a green?
- 5.5 Should landowners or registration authorities be required to take additional steps to publicise a declaration, to ensure that potential users know that they have limited time to make an application to register the land as a green? If so, what steps do you propose?
- 5.6 Do you support the proposal to introduce a character test to ensure that greens accord with the popularly held traditional character of such areas?
- 5.7 Do you agree that the character test that land must be open and unenclosed in character? Do you support the adoption of additional criteria eg location, structure (war memorial), shape, historic characteristics?
- 5.8 Do you support the proposal which would rule out making a greens registration application where a site was designated for redevelopment in a proposed or adopted local or neighbourhood plan?
- 5.9 Do you support the proposal that a greens registration application could not be made after an application for planning permission had been submitted in respect of a site, or on which there was statutory pre-application consultation until planning permission had itself been refused or implemented, or had expired?
- 5.10 Do you support the proposal to charge a fee for applications?
- 5.11 If so, do you support the proposal for refunding the fee where an application is granted?
- 5.12 Do you agree that the fee should be determined by the registration authority and that a ceiling should be set at £1,000?

## **6. Community Scrutiny Committee Comments**

The Community Scrutiny Committee is due to consider this consultation paper on 6 September 2011. Its views on both the consultation and how the questions outlined in section 5 above should be answered will be forwarded to the Executive before the meeting on 14 September 2011.

## **7. Finance Comments**

- 7.1 This is a consultation regarding applications and fees that would ultimately be made to the County Council, as such this should have no financial effect. Finance have therefore not been asked to comment.

## **8. Legal Comments**



8.1 Legal have not been asked to comment upon this consultation. Legislative impacts would come with primary legislation which is not, as yet, proposed.

## **9. Links to Corporate Aims**

9.1 There are no direct links to corporate aims, although the intention of the effects of any changes would impact upon affordable housing.

## **10. Environmental Implications**

10.1 Environmental implications come from the protection of green space, but the proposed changes will need to be assessed when they are more fully known.

## **11. Community Safety Implications**

11.1 There are no community safety implications arising from these proposals as they stand.

## **12. Equalities Impact**

12.1 There has been no equalities impact assessment carried out on this for the authority. However, an overall impact assessment forms part of the consultation documentation and this highlights the main issues for consideration.

## **13. Risk Management**

13.1 The risks to the Council are unknown and unidentified at this stage.

## **14. Partnership Implications (if any)**

14.1 There are no partnership implications at this stage.

## **15. Recommendations**

15.1 The Executive is recommended to at least answer question one set out in section 5.1 following consideration of the views of the Community Scrutiny Committee which will be reported separately to Members. This is the minimum requirement set out by DEFRA in asking for a response to this consultation.

**Contact:** Scott Weetch  
01823 356317  
[s.weetch@tauntondeane.gov.uk](mailto:s.weetch@tauntondeane.gov.uk)

# Taunton Deane Borough Council

**Executive - 14 September 2011**

## **Allocation of Growth Point Capital Funding**

**Report of the Strategic Director and Project Taunton Director**  
(This matter is the responsibility of Executive Councillor Cavill)

### **1. Executive Summary**

Growth Point Funding has been received from central Government following our bid for monies to regenerate the town centre and facilitate the growth of Taunton. It has been allocated for this purpose and cannot be used for other things. It was allocated as partnership funding. The two lead partners are Taunton Deane Borough Council and Somerset County Council, though the Department of Communities and Local Government were given confidence to fund Taunton by the evidence of the partnership approach of the Project Taunton Advisory Board. This report suggests allocation of a further amount of this funding to achieve the aims of Project Taunton.

### **2. Background**

2.1 We received the final tranche of Growth Point Funding during 2010 /11 and the latest allocation for project was made through the Executive report of July 14th 2010 which was followed up by a published decision on September 2<sup>nd</sup> 2010 when we unexpectedly heard that we had received more capital funding than had been expected. This report requests some further allocation of funding.

### **3. Proposals**

3.1 A table of Growth Point allocated capital funds is attached at Appendix A. there are four items in there that need approval. All other items have already been approved by Scrutiny and Executive and are shown for completeness.

The four items are:

#### **3.2 Consultancy for retail development in Taunton**

Retail development proposals have recently come forward for the eastern end of Firepool as well as the proposals for the town centre development.

These two projects are very large indeed and are absolutely fundamental to the success of the regeneration of the town centre and to successful future growth. There are potentially serious conflicts between the two, and it is vital that we take external professional advice from retail experts in order to be in an informed position to decide the way forward. To make the wrong decision or not to understand the implications could be very serious for the Taunton and we are happy that Savills have the national knowledge and expertise to give us the best available advice.. The fee reserved for the town centre scheme is not sufficient to cover Firepool and it is proposed to allow up to £50,000 in the budget. To put this into context the approximate combined investment value of the two schemes is £100m.

As much of the detail of these negotiations is confidential, more information is found in the confidential Appendix B

### 3.3 Play Equipment at Goodland Gardens

A planning application was submitted in April for a widened walkway providing a better connection for pedestrians between the car park and the town bridge, an improved route across the road by Debenhams, easier access to Goodland Gardens and re-landscaping of the paved area behind Debenhams. Works are due to start in August.

These works and the Castle Green works should increase footfall substantially and Goodland Gardens should become a very attractive venue for families who are already visiting the town centre. It is therefore proposed that £5,000 is allocated to providing some play equipment in Goodland Gardens to enhance the scheme.

### 3.4 Brewhouse Architectural Design

In 2009 James Middleton-Stewart, ADP architects, Yeovil, produced a scoping study and preliminary plans reflecting the Arts Service Options Appraisal and Feasibility Study, Jan '08, which advised Taunton's town centre theatre and arts centre should remain on its existing site but expand to provide a new 600-700 seat flexible auditorium, a separate film auditorium, gallery to host touring exhibitions etc. The scoping study proposed a phased project and priced it in the region of £10million.

The Brewhouse is a fundamental element of Project Taunton. It sits in a very prominent location between Somerset Square and Coal Orchard, and with the County Cricket Ground, anchors the northern end of the Cultural Quarter. The presence of a major arts provider in an accessible, central location is key to attracting inward investment and visitors.

The CEO and Chairman of Trustees of the Brewhouse in July have positive plans for a fundraising strategy. A Development Officer is now in post and working on the launch of the strategy which will coincide with The

Brewhouse's 35th anniversary in March 2012. Their aim is to have an outline planning application which will add credibility to the launch of their campaign.

In order to lend support to the launch it is proposed to part fund (50%) the work required to support an outline planning application for the above project. The total cost is £14,000 and therefore a contribution of £7,000 is proposed.

### 3.5 Delivery of Castle Green, Goodland Gardens and High Street masterplanning

Up until now the Project Taunton team has had the services of a member of staff from the South West Regional Development Agency with expertise in the procurement and delivery of high profile capital projects. He is qualified as a Chartered Quantity Surveyor and his procurement expertise has been in the Public Sector for several years. His help on these projects has been extremely valuable. Unfortunately due to the closure of the RDA in the near future he is being made redundant in the Autumn. Because of his extensive knowledge, history and inupt into these projects it would be sensible for him to continue to project manage the period of works through to completion. This would provide a safeguard to the projects and ensure that the works are completed to acceptable standards and timing. To employ a new consultant at this stage could prove to be an expensive mistake, and the Project Taunton Delivery Team does not have the time or resources to take on this additional work without prejudicing other large, complicated and important projects. The additional cost of this will be up to £10,000.

## 4. **Finance Comments**

- 4.1 There is sufficient capacity within the Growth Point capital allocation to make these allocations.

## 5. **Legal Comments**

- 5.1 There are no significant legal issues relating to the allocation of this funding.

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

- 6.1 These projects all link to the Corporate Aim Regeneration.

## 7. **Environmental Implications**

- 7.1 The environmental implications of these projects either have or will be picked up during the planning process.

## **8. Community Safety Implications**

- 8.1 The play equipment in Goodland Gardens, alongside the new design, should encourage more families to use this area and deter some of the current users.

## **9. Equalities Impact**

- 9.1 Equalities impacts will be (or have been) assessed during the planning process for these projects.

## **10. Risk Management**

- 10.1 Risk management will be undertaken for all construction stages of these projects. A full risk assessment of the design of the new play equipment will be undertaken prior to its instalment. The funding for extra project management of the construction period of Castle Green and the improvements to the High Street are there to reduce the risks of these projects being delivered in a timely way, on budget and to the correct quality.

## **11. Partnership Implications**

- 11.1 Project Taunton is a partnership project and these schemes can only be taken forward with other partners' full involvement.
- 11.2 The Project Taunton Advisory Board, in their partnership capacity, has recommended that further Growth Point money be allocated to these schemes.

## **12. Corporate Scrutiny**

- 12.1 Corporate Scrutiny had concerns about the funding for the retail consultant and there was considerable debate about this issue. There was also concern about the brief and it was therefore agreed that the brief would be approved by the Chair of the Project Taunton Steering Group. There were no further comments.

## **13. Recommendations**

That the Executive approves the allocation of Growth Point Funding as follows:

1. £50,000 for expert advice on retail development in Taunton
2. £5,000 for play equipment in Goodland Gardens
3. £10,000 for project management for the construction period of Castle Green
4. £7,000 towards the outline planning application for an extended Brewhouse.

**Contact:** Joy Wishlade  
Tel: 01823 356403  
Email: [j.wishlade@tauntondeane.gov.uk](mailto:j.wishlade@tauntondeane.gov.uk)

Ian Franklin  
Tel: 01823 250808  
Email: [ianfranklin@projecttaunton.co.uk](mailto:ianfranklin@projecttaunton.co.uk)

## Appendix A

## Project Taunton Capital Funds - 1 Aug 2011

Ref.	Item	2011/2012			Uncommitted £000	
		Income £000	Committed £000	Remaining as at 31.07.11 £000		
1	Capital funds c/fwd	7,708				
2	Longrun Farm/Meadows		625	135		
3	Castle Green pre-construction		251	-35		
4	Castle Green construction		2,250	2,250		
5	Urban extension planning		850	199		
6	charging points for electric vehicles		30	0		
7	NIDR		975	157		
8	Town Centre Retail		150	84		
9	Firepool		1,327	747		
10	Consultancy for JLP		50	50		Steering Group approval sought
11	Coal Orchard architecture and marketing		20	12		
12	Goodland Gardens		300	281		
13	Goodland Gardens Play Equipment		5	5		Steering Group approval sought
14	High Street		150	143		
15	Station Masterplanning		15	15		
16	Signage		25	24		
17	Somerset Square: Kingfishers Nest		30	-6		
18	Eco Towns		90	90		
19	Consultancy		10	10		Steering Group approval sought
20	Brewhouse architectural design		7	7		Steering Group approval sought
	<b>Total</b>	<b>7,708</b>	<b>7,160</b>	<b>4,168</b>	<b>548</b>	

# Taunton Deane Borough Council

**Executive – 14 September 2011**

## **Goodland Gardens Public Conveniences, Taunton**

**Report of the Asset Planning Manager, Southwest One, Property and FM**  
(This matter is the responsibility of Executive Councillor Norman Cavill)

### **1. Executive Summary**

This report considers options for the Council owned redundant public conveniences at Goodland Gardens, including use as a café/retail unit. It also includes the recommendation from the Community Scrutiny Committee.

### **2. Background**

The Borough Council own the freehold interest of the redundant public toilets at Goodland Gardens shown hatched on the plan in Appendix 1. The toilet was closed on 31<sup>st</sup> March 2008. The Council also own the adjoining Public Open Space.

To the rear of the toilets is a narrow gated open area used by Parks for the storage of barrows.

Swan Paul have been appointed by Project Taunton and the Council as landscape architects for the planning and design of various projects along the Tone. The latest project is the enhancement of the riverside walk and the eastern part of Goodland Gardens.

Due to budget constraints, it is likely we will be left with a newly landscaped area, but a redundant toilet block. The planning application includes for an unspecified change of use of the building.

It is hoped for a contractor to be instructed for the works to start on site in August. The contract will last 3 to 4 months.

### **3. The Present Position**

There is currently unsolicited interest in the toilet block from:

- a firm of caterers regarding a possible cafe use;



- the Goodlands family trust who have a property portfolio in the area;
- a Devon builder/developer Murray Homes;
- a potential river punting operator for use as a ticket booth and café.

The Council's Development Management Team thinks, in principle, a change of use to a cafe is likely to be acceptable.

Project Taunton consider a cafe could be a positive asset for the improved landscape area. This has been achieved at Somerset Square with a cafe and bike shop.

Options for the toilet block, not including reopening as a public toilet, are:

1. Do nothing apart from external decoration works
2. Demolish and landscape the site

Options 1 – 2 will ensure land is retained to maximise any Debenhams extension (note the comments in 'Links to Corporate Aims' below) in the future

3. TDBC to secure a planning permission for change of use to a café, renovate at the expense of the Council or Project Taunton, then rent out.
4. Grant a leasehold for a medium term, say 15 – 30 years, with an obligation for the tenant to pay for and execute the renovation works.
5. Sell by way of a long lease, say 125 years at a premium, with nominal rent thereafter
6. Sell the freehold

If Members wish to pursue either of options 3 - 6, consideration may want to be given to when the chosen option is implemented. There may be more market demand and therefore extra financial value secured if the Council held off for say a year before going out to tender. This would hopefully be when the success of the landscaping scheme is more widely recognised. A disadvantage of this would be that a relatively unsightly toilet block is detracting from a newly created landscape area. The immediate impact we may want for the area would therefore be prejudiced.

See Appendix 2 for the financial comments, pros and cons of each option.

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

See Appendix 2.

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

The deeds to the property say that the purchaser cannot erect any building without the consent of the Vendors.

Due to financial constraints it's unlikely the Council will want to use capital funds

to refurbish the property and then subsequently find a tenant, despite a reasonable return. That doesn't rule out entering into a Building Agreement/Agreement for lease with a long enough term and appropriate rents to make it attractive for a potential tenant/developer.

A Building Agreement/Agreement for lease gives the Council the ability to agree with the tenant items such as the design of the café, the timing of its completion and its ultimate use. There is a strong case to say that unless a lease of circa 125 years is granted with an upfront premium paid with subsequent nominal rent, there is a risk the market may not be interested in any other lease option that requires the tenant to fund the renovation project.

The inclusion of option 4 could therefore prove difficult to achieve. Option 4 is included as a compromise that gets the café delivered and doesn't commit the Council to any funds. It also doesn't totally prejudice the possibility that Debenhams (see Corporate Aims section below), or whoever might succeed Debenhams as the occupier of the building to the immediate east of the toilet block, might want to maximise their extension possibilities onto the land. It should be noted that the occupier of the building could still extend onto a sizeable area to the north of the toilet block if they so require.

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

In the adopted Taunton Town Centre Area Action Plan (TTCAAP) the toilet block and other land to the rear of Debenhams is

“...identified as being available to construct a low extension/pavilion up to two storeys in height and to a maximum total floorspace of 650 square metres (gross). This should be designed to create an active frontage along the promenade and improve natural surveillance to the Gardens. Development of this building will be required to incorporate replacement public toilets that will need to be removed from their existing location to the rear of Debenhams...”.

The Council's Development Management Team consider that if the toilets are no longer required then some short term use of the building would be of benefit. Any development therefore should not be such as to prevent any extension proposal from the occupiers of the current Debenhams building happening in the future. There would be concern therefore if the intention is to sell the land to a party who could prevent the Plan being implemented. This should be borne in mind if the intention is to sell the land concerned.

Debenhams rent their premises from a superior landlord for a term expiring in 2034. They benefit from an option to renew this lease for a further 25 years. Enquiries have been made with Debenhams Estates section. They said there are no plans to extend their store and were unaware of the TTCAAP proposal. Debenhams said the fact they are leaseholders lessens even more the likelihood they would want to extend as their landlord would need to agree to pay for extension works. They said that refits are the normal process for the creation of

more space before the expensive option of an extension is considered.

The Council's Development Management Team stress that Debenhams could assign their lease and a new occupier may have different expansion strategies.

Other Corporate Aims reflected are:

Income generation initiatives will assist in the delivery of corporate aims.

Delivering a project that will assist in the regeneration of Goodland Gardens.

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

The property is within a flood plain. As the property is of a substantial build quality, the Environment Agency (EA) would not oppose a change of use to a café. If the proposal was for a new build the EA may have a different opinion.

The DLO Works Manager thinks the proposal is a very good idea in principle and something that has been thought of since the toilets were closed but put on hold because of the proposed upgrading of the gardens. There are no plans that he is aware of to reopen the toilets.

As regards the narrow gated open area at the back of the toilets used by the DLO for barrow storage, this may not fit in with a café use. Although the barrows are relatively clean he wonders whether they are best stored away from a food outlet. It is suggested a store comprising a small compound with ideally a medium size shed to store bags, etc. somewhere within that area but not necessarily in the immediate vicinity would be preferable.

The Council's Environmental Health Lead considers that if the barrows were particularly smelly or were not emptied daily there is the potential to attract rodents and insects. A combination of regular nightly emptying and occasional jet washing/ steam cleaning could be implemented. In such a scenario there is no reason why the barrows would cause any problem to a food business. Also, the business would need somewhere suitable to store food waste and packaging so it would make sense to locate both within the secure area.

The DLO Manager raises a concern regarding the servicing and deliveries to a café. This would need to be thought through with regard to what sort of surface is going to be laid taking into account vehicle turning and movements. He would also want it written in to any agreement that the business is responsible for litter in that area. Ideally a toilet open to the public maintained by the business would be a huge bonus but it is realised that this may not be achievable or would have too significant effect on the receipt secured.

## **8. Equalities Impact**

Not applicable.

## **9. Risk Management**

The risks are as follows:

1. Limiting the Council to only wanting to lease the property, with the tenant funding the renovation costs is probably going to limit the market and therefore the ultimate receipt.
2. It seems probable that Debenhams would not ultimately require the land for store extension. Any compromises the Council make to accommodate Debenhams may therefore not have been worthwhile if Debenhams remain the tenant of the building.
3. If we continue with a disposal (Option 5 and 6) for café/small retail use, any extension to the Debenhams building, although appearing unlikely with Debenhams as the occupier, could be prejudiced and the occupier could decide to relocate. Furthermore the Council may have forfeited the opportunity of a greater capital receipt from the occupier of the Debenhams building. NB: The location of the toilets is at one end of the proposed extension area. The occupier of the current Debenhams building could still undergo a reasonable extension if the toilet block was excluded.
4. The original vendors might consider refurbishment to be an 'erection' (wrongly in the opinion of Legal Services) and seek compensation.
5. A café facility is due to open in the nearby Museum in late September 2011. The facility will overlook the courtyard. The proximity of the café might affect demand for the TDBC asset.

## **10. Partnership Implications**

The landscaping of Goodlands Gardens is in partnership with Project Taunton.

## **11. Recommendation of the Community Scrutiny Committee**

At its meeting on 2 August 2011, Scrutiny agreed to recommend to Executive to seek unrestricted expressions of interest for the toilet block for a maximum period of 9 months. Any expressions of interest would then be considered by the Committee.

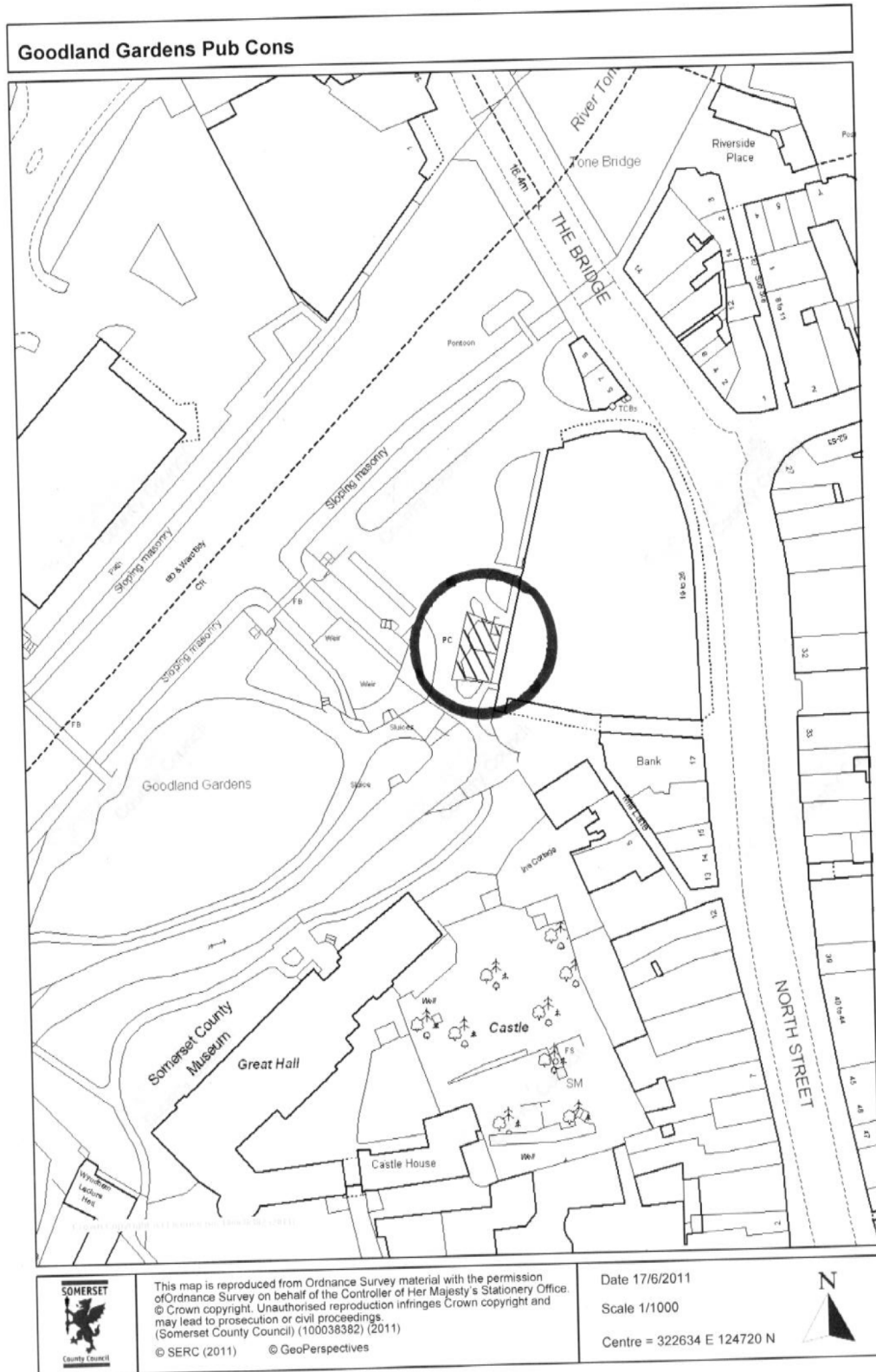
If there was insufficient interest in the property at the expiry of 9 months then funds should be found to demolish the property and landscape accordingly.

## **11. Recommendation**

Members are asked to consider the recommendation of the Community Scrutiny Committee in regard to the future of Goodland Garden Public Convenience

**Contact:** John Sumner Asset Planning Manager, Southwest One  
Mobile 07557 003939  
[jsumner@somerset.gov.uk](mailto:jsumner@somerset.gov.uk)

# Appendix 1 – Not to scale



**APPENDIX 2: Pros, Cons and Finance implications of each Option**

<b>Option</b>	<b>Proposal</b>	<b>PROS</b>	<b>CONS</b>	<b>FINANCE</b>
1)	Do nothing apart from external decoration works	Securing all future options	Building remains a blot in the area Rates liability. Maintenance liability	Income: £0  Costs: Rates £2165, Maintenance say £250
2)	Demolition and landscape the site	Securing option of accommodating any Debenhams extension Removal of unattractive structure Avoidance of rates liability	Cost of demolition and reinstatement. Letting opportunity removed.	Savings: Rates bill of £2165 pa  Costs: tbc say £10,000
3)	Renovate at the expense of the Council, then rent out to café operator	Rental income Avoidance of rates liability once let. Likelihood of securing a break clause in lease for purposes of enabling any Debenhams extension. Café enhances the area. Possibility of incorporating public toilet within premises, although this would affect rental income. Would suit Planners' aspirations. Council in more control than options 4 – 6.	Cost of renovation. Renovation may not be to operator's preferred specification	Income: say £10,000 pa. Savings: Rates bill of £2165 pa  Costs: tbc say £40,000
4)	Grant a Building Agreement and a lease for say 15 – 30 years with an obligation for the tenant to pay for and execute the renovation works.	Long term future of site not prejudiced. Council avoids any expenditure. Deferred rental income, although not as high as Option 3. Building Agreement gives Council control on the design of the café. Café enhances the area. Avoidance of empty rates. Would suit Planners' aspirations especially if a break clause inserted (after say 10 years of term), to be triggered if occupiers of Debenhams building wish to acquire land for extension.	Market would be limited, extremely so if break clauses requested for benefit of any Debenhams extension. Significant rental incentives need to be offered	Income: say £10,000 pa after up to a 10 year rent free period. Savings: Rates bill of £2165 pa
5)	Sell by way of a Building	Capital receipt secured. Building Agreement gives Council control on the	A piecemeal freehold disposal of part of a larger	Capital Receipt: say £80,000.

	Agreement and long lease, say 125 years at a premium, with nominal rent thereafter	<p>design of the café and the timing of construction activities to create a cafe.</p> <p>In such a sensitive/public area the Council may want greater control of what goes on and covenants in a lease may be more enforceable than those in a freehold disposal.</p> <p>Café enhances the area.</p> <p>Avoidance of empty rates.</p> <p>Debenhams could still extend onto apx 75% of the area allocated to them in the TTCAAP.</p>	land ownership is generally not a good estate management thing to do – prejudicing future development (e.g.Debenhams), control of the area.	Savings: Rates bill of £2165 pa
6)	Sell the freehold	<p>Capital receipt secured.</p> <p>Café enhances the area.</p> <p>Avoidance of empty rates.</p> <p>Debenhams could still extend onto apx 75% of the area allocated to them in the TTCAAP.</p>	<p>Council loses the most control on activities on this site with this option.</p> <p>A piecemeal disposal of part of a larger land ownership is generally not a good estate management thing to do – prejudicing future development (e.g.Debenhams), control of the area</p>	<p>Capital Receipt: say £85,000</p> <p>Savings: Rates bill of £2165 pa</p>





# Taunton Deane Borough Council

**Executive – 14 September 2011**

**Financial and Performance Monitoring – Quarter 1 2011/2012**

**Joint report of the Performance and Client Lead Officer and Financial Services Manager**

(This matter is the responsibility of Executive Councillor Stock-Williams)

## **1. Executive Summary**

This report provides an update on the financial position and the performance of the Council to the end of Quarter 1 of 2011/12 (as at 30 June 2011).

The detailed 2011/12 financial position for Quarter 1 is provided in Appendix B although a high level summary is also included in the Scorecard (section 3).

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

The reporting process has changed for 2011/12 – the report will now be reported to the Corporate Scrutiny committee first, followed by the Executive committee

4 'key issues' have been identified from analysis of the performance and financial data for Quarter 1 (these are described in section 4 of this report):

- Planning performance (speed of processing applications)
- Planning income
- Car Parking (Off Street) income
- Licensing income

Analysis of the overall performance of the Council reveals a similar position to the previous quarter, with 64% of all performance measures being on target (ie Green alert). An improving trend is shown in the areas of: Corporate Strategy Aims; Service Delivery; Key Projects; and Key Partnerships.

## 2. Introduction to the Performance Scorecard (please see Appendix A)




2.1 The TDBC Scorecard at **Appendix A** contains full details of Quarter 1 performance, however section 3 (below) of the report provides further information and guidance for members on the key issues that have been identified through analysis of the data. Additional commentary has also been provided by responsible officers and CMT where appropriate

### 2.2 Scorecard explanation / key

Each section of the scorecard uses the same template and is structured as follows:

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

### 2.3 Key to performance alerts:

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

2.4 A summary / overview of the Quarter 1 scorecard (appendix A) is in the table below

Section	No. of measures	Green	Amber	Red	N/A	Trend (from last quarter)
1) Corporate Strategy Aims	22	73% (16)	14% (3)	4% (1)	9% (2)	↑
2) Service Delivery	15	80% (12)	7% (1)	13% (2)		↑
3) Managing Finances	12	67% (8)	17% (2)	17% (2)		↔
4) Key Projects	6	67% (4)	33% (2)			↑
5) Key Partnerships	9	56% (5)	33% (3)	11% (1)		↑
6) People	6	33% (2)	33% (2)		33% (2)	↓
7) Corporate Management	11	45% (5)	27% (3)		27% (3)	↓
<b>TOTALS</b>	<b>81</b>	<b>64%</b> <b>(52)</b>	<b>20%</b> <b>(16)</b>	<b>7%</b> <b>(6)</b>	<b>9%</b> <b>(7)</b>	↔

**KEY:**

↑ = Improving (ie more Green, less Amber &/or Red alerts)

↓ = Worsening (ie less Green, more Amber &/or Red)

↔ = No change

**3. Financial Performance (April 2011 - June 2011 Budget monitoring)**

3.1 A summary of key financial performance is found in the scorecard (**Appendix A**), section three – Managing Finances.

3.2 A more detailed financial performance report can be found in **Appendix B**. This appendix provides details of the financial position and forecast outturn summaries for the: General Fund Revenue Account; General Fund Reserves; Housing Revenue Account; HRA Reserves; Earmarked Reserves; Deane DLO Trading Account; Deane Helpline Trading Account; Capital Budgets (GF & HRA).

3.3 Finance comments from the Strategic Finance Officer (Deputy S151 Officer):

- i) As mentioned within Appendix B, it is difficult to accurately forecast an outturn position after only 3 months
- ii) The economic climate continues to have an adverse impact upon our revenue budget position
- iii) CMT will be reviewing the budget with a view to taking corrective action in the current financial year to reduce the forecast overspend
- iv) The HRA, and both capital programmes are currently predicting no significant issues

#### 4. Key issues arising from Quarter 1 Performance and Budget monitoring

The Corporate Performance Scorecard (appendix A) and Financial Position report (appendix B) have been analysed by the Performance and Financial Advisory teams, and 'Key Issues' identified. These 'Key Issues' have been subsequently considered by Theme Managers to provide Members with the relevant information on: description of the issue; risks & impacts; reasons for the issue emerging; management actions and CMT comments.

There are other performance measures identified with 'Red' or 'Amber' alerts in the scorecard which are not included in this 'Key Issues' section as they have not been considered 'significant'. Members are invited to scrutinise any aspect of the performance and financial reports as usual, however it is recommended that the 'Key Issues' within this section require the closest scrutiny.

##### 4.1 Planning performance – speed of processing planning applications

<b>Description of the issues / areas of concern</b>	Scorecard (appendix A) ref: 2.1  All 3 Key Performance Indicators (KPIs) measuring speed of processing Planning applications are off target (Major & Minor applications being significantly off target)
<b>Risks &amp; impact</b>	Potentially poor customer service and reputational impact. (NB – there is no direct financial impact of missing these targets)
<b>Reasons that the issues have emerged</b>	<ul style="list-style-type: none"> <li>• The local elections in May (ie scheduling of planning committee dates, and having no Planning Chair or Vice Chair in place to authorize planning decisions) had an impact particularly on Major applications performance – this was a one-off issue in Q1</li> <li>• A greater than normal percent of applications ran over the target time due to negotiations and amendments which took place. Officers are instructed to ensure that amendments that lead to delay are kept to an absolute minimum. This area of performance needs to be monitored closely.</li> <li>• Delays in responses from SCC Highways has a major impact on our ability to meet target for major applications</li> </ul>
<b>Management actions &amp; CMT comments</b>	Planning managers are proactively monitoring team & individual performance on a weekly basis. Staff have been reminded of targets and policies. Quarter 2 has started well with 100% Major; 88% Minor; & 81% Other applications processed within target time.

## 4.2 Planning income

<b>Description of the issues / areas of concern</b>	Financial Position report (appendix B) ref: 1.4b  The budget for planning fees income is £560k. The income for Q1 is £83k approximately £57k below budget. There is an expectation of some large planning applications coming in during the year and this together with the seasonal profile has led to a forecast income shortfall for this year.
<b>Risks &amp; impact</b>	If this pattern continues Planning income will be £140k below budget for the year. If the projected shortfall materialises this will have a detrimental impact on outturn for 2011/12 and could have ongoing implications in future years.
<b>Reasons that the issues have emerged</b>	The 2011/12 budget made an assumption of a 15% (£70k) increase in income associated with deregulation of planning fees. However, due to delays in bringing the necessary legislation to Parliament there has as yet been no increase in fee levels. There is no indication that this situation will change before April 2012 and so it is highly unlikely this part of the shortfall will be recovered.  Whilst Planning income can vary greatly from quarter to quarter and it is therefore difficult to make assumptions based upon one quarter alone, the reduction in income for this quarter must to some degree be a reflection of the state of the wider economy. One large planning application would change this forecast considerably.
<b>Management actions &amp; CMT comments</b>	CMT will be conducting a review of the financial position on 5 <sup>th</sup> September, and will consider any corrective action necessary 'in-year' to bring us back to our budget position (or reduce the overspend dramatically). Income will be closely monitored and members will be updated on the situation at Q2.

## 4.3 Car Parking income (Off Street)

<b>Description of the issues / areas of concern</b>	Financial Position report (appendix B) ref: 1.4a  The income from Off Street parking is £160k below budget for the first quarter. (On Street Parking is £26k above budget for the first quarter).
<b>Risks &amp; impact</b>	Should this pattern continue for the remainder of the year, the Off Street income budget will be short by £640k, but On Street will be over achieved by £78k.
<b>Reasons that the issues have emerged</b>	The number of people using the car parks in the district is down significantly on previous years
<b>Management actions &amp; CMT comments</b>	The reported position reflects a significant decline in parking usage which must be affected by the economic position and costs of private car usage.

	CMT will be conducting a review of the financial position on 5 <sup>th</sup> September, and will consider any corrective action necessary 'in-year' to bring us back to our budget position (or reduce the overspend dramatically).
--	---

#### 4.4 Environmental Health – Licensing income

<b>Description of the issues / areas of concern</b>	Financial Position report (appendix B) ref: 1.4d  Licensing income is under budget in quarter 1
<b>Risks &amp; impact</b>	Should this pattern continue for the remainder of the year then Licensing income will be £73k short of budget for the year. If the projected shortfall materialises this will have a detrimental impact on outturn for 2011/12 and could have ongoing implications in future years.
<b>Reasons that the issues have emerged</b>	This is a reflection of the downturn in the economy, i.e. fewer businesses and therefore less license applications. There have also been a number of write-offs of outstanding licensing debts
<b>Management actions &amp; CMT comments</b>	CMT will be conducting a review of the financial position on 5 <sup>th</sup> September, and will consider any corrective action necessary 'in-year' to bring us back to our budget position (or reduce the overspend dramatically). Outstanding Licensing debt is being actively pursued where possible.

#### 5. Comments from Scrutiny

This report was considered by the Corporate Scrutiny Committee on 18<sup>th</sup> August. The Executive Committee may wish to take the following comments into account:

##### 5.1 Car Parking income (main report section 4.3)

Concerns were raised about the reduction in car park usage and income, in particular the patterns developing in Wellington. The Parking Manager was asked to explain what has caused this reduction and he responded that it was a combination of factors including the economic situation (ie people not coming in to shop as often) but mainly a reduction in long-stay parking due to the success of current transport policies (eg Park & Ride) as well as increasing numbers of people parking in residential areas and walking in to town.

##### 5.2 Planning performance and income (main report sections 4.1 & 4.2)

A question was raised as to why Planning applications were not being processed within target time when an apparently declining caseload is being experienced. The Development Management Lead explained that the two Planning 'key issues' (ie income and speed of processing applications) were unrelated and had little influence on each other within the same quarter. The applications that were determined in quarter 1 comprised ones that had been received in quarter 4 of the previous year.

Although Planning income is down in quarter 1, this has been significantly influenced by the non-submission of larger major applications that can have large fees attached.

**5.3 Health & Safety inspections (scorecard ref 2.2)**

Members requested more information on the Environmental Health measure re Health & Safety inspections. The Environmental Health Lead explained that TDBC is working with the Gas Safe Register (formerly CORGI) on a Somerset wide project to ensure gas installations and appliances in catering businesses are being serviced by commercial qualified gas engineers and meet the required standards, this is being done at routine health and safety visits. Unfortunately the level of non compliance is high and the team are facing an unprecedented enforcement workload, as are the other Somerset LA's. It is likely that formal action will be taken by TDBC and the HSE against businesses knowingly using unsafe appliances and installations, and unqualified domestic gas engineers for working on them. Priority is being given to this area of work over the routine visits due to the associated level of risk.

**6. Finance Comments**

This report covers the financial position of the Council and comments from the Strategic Finance Officer are included in section 3 of this report.

**7. Legal Comments**

There are no legal implications in this report.

**8. Links to Corporate Aims**

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

**9. Environmental and Community Safety Implications**

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

**10. Equalities Impact**

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

**11. Risk Management**

Significant risks associated with each 'key issue' are identified in this report (section 3).

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

## 12. Partnership Implications

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

## 13. Recommendations

It is recommended that the Executive review the Council's performance and financial position as at the end of Quarter 1, taking corrective action or requesting further information from Theme Managers where necessary.

It is important that Members note the budget issues outlined in this report, but recognise it is early in the financial year and this position may change. A full financial report will be provided in Quarter 2.

### Contacts:

#### **Dan Webb – *General Corporate Performance queries***

Performance & Client Lead Officer

[d.webb@tauntondeane.gov.uk](mailto:d.webb@tauntondeane.gov.uk)

01823 356441

#### **Paul Fitzgerald – *General Financial queries and overview***

Financial Services Manager

[p.fitzgerald@tauntondeane.gov.uk](mailto:p.fitzgerald@tauntondeane.gov.uk)

01823 358680

#### **Fiona Gudge – *Revenue budget queries***

Principal Accountant

[f.gudge@tauntondeane.gov.uk](mailto:f.gudge@tauntondeane.gov.uk)

01823 358681

#### **Tracey Healy – *Capital budget queries***

Principal Accountant

[t.healy@tauntondeane.gov.uk](mailto:t.healy@tauntondeane.gov.uk)

01823 358685

#### **Maggie Hammond**

Strategic Finance Officer and Deputy S151 Officer







[m.hammond@tauntondeane.gov.uk](mailto:m.hammond@tauntondeane.gov.uk)






01823 358698







## 1. CORPORATE STRATEGY AIMS

### Tackling Deprivation & Sustainable Community Development (Aim 1)






Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.1	<b>Objective 1</b> Focus on Taunton East, North Taunton & Rural Deprivation	<b>Actions –</b> Progress against key activities	 Green	Priority Areas Strategy (PAS) Phase 1 activities for N Taunton & Taunton East (benchmarking & engagement) are now complete. A successful visioning event was held 21 <sup>st</sup> July. The output from Phase 1 will have been discussed at Community Scrutiny on August 2 <sup>nd</sup> . A project plan for phase 2 (visioning & building consensus around project activities) will be agreed during summer 2011. Rural benchmarking reports (including Wellington) will also be considered by Scrutiny 2 <sup>nd</sup> August)
		Index of Multiple Deprivation (IMD) score	 Red	Red alert due to worsening deprivation in N Taunton & Taunton East. IMD Report to be considered at Scrutiny 2 <sup>nd</sup> August (and is now available on the Members' Portal). Phase 3 of the PAS will produce a draft action plan that will address the deprivation issues in these communities.
		Staff volunteer scheme	 Green	Staff volunteers are helping to support summer activity days in Priorswood & Halcon. They are also helping to support the Link Centre.
	<b>Objective 2</b> 'One-Stop' advice on skills, employment & training	<b>Actions –</b> Progress against key activities	 Green	The project continues to deliver excellent outcomes at very little cost to TDBC, and over the next few weeks the Ec. Dev Team intends to build on this success by increasing staffing capacity at the Job Clubs, and working closely with Somerset College to deliver more Adult Training Courses.
		Number of people supported / back to work	 Green	Job Club attendances continue to rise at each centre and targets are being met
	<b>Objective 3</b> Secure medium term future of N. Taunton & Link Partnerships	Funding & delivery against Service Level Agreement (SLA)	 Green	Funding is secure for the current financial year. Funding for 2012/13 is subject to budget setting. The SLAs are being reviewed during summer 2011 to agree specific outputs & outcomes.

Regeneration (Aim 2)				
Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.2	<b>Objective 4</b> Facilitate the creation of a leading Green Knowledge economy	<b>Actions –</b> Progress against key activities	 Amber	<ul style="list-style-type: none"> <li>• Service Development Plan 2011 &amp; 2012 produced in January - numerous projects now being delivered according to 3 themes: 1) Stimulating Business Investment &amp; Growth; 2) Ensuring a Skilled &amp; Entrepreneurial Workforce; 3) Creating an attractive business environment. Egs of work in each theme:</li> <li>• 1) Ec Dev team has a proactive visits and events programme to support local business in realising their growth and investment plans</li> <li>• 2) Ec Dev team rolling out programme of support in Halcon alongside Regeneration project, to assist residents to obtain work and/or skills.</li> <li>• 3) Programme of cultural events in Taunton Town Centre, eg Olympic Torch Relay, Tour of Britain, delivered in partnership with Taunton Cultural Partnership</li> </ul> Reduced capacity due to long-term sickness in the Ec Dev team has had an effect on overall delivery against plan.
		Number of companies visited & supported	 Amber	Over the past 12 months the team has prioritised visiting and strengthening links with local businesses. We have a personal contact list of over 100 businesses which have all been met with or engaged through various means
	<b>Objective 5</b> Facilitate Housing growth	<b>Actions –</b> Progress against key activities	 Green	<ul style="list-style-type: none"> <li>• Strategic Housing Land Availability Assessment (SHLAA) reviewed in 2010, 2011 Review now underway</li> <li>• Core Strategy Published Plan published in July / August 2011</li> <li>• TDBC is continuing to work closely with developers to bring sites forward (but housing market remains 'difficult')</li> </ul>
		Net additional homes provided	N/A	Data is only available annually The target for 2011/12 = 700 dwellings
		Supply of ready to develop housing sites	 Amber	<b>Target = 5 year supply of housing land within Taunton by Sept 2011</b> 2010 SHLAA argued that the Council did have a 5 year deliverable supply of housing land. Following recent Maidenbrook Appeal, Planning Inspector was not convinced that this figure could be fully justified and concluded that on the balance of probability there was a marginal shortfall. Work has now commenced on a review of the SHLAA, this will identify a more up-to-date 5 year supply figure.
	<b>Objective 6</b> Deliver Infrastructure	<b>Actions –</b> Progress against key activities	 Green	<ul style="list-style-type: none"> <li>• NIDR – money allocated from Govt &amp; work is due to start April 2012</li> <li>• Firepool – work has started on the new Viridor building</li> <li>• Castle Green – a phased approach to the redevelopment will start in October</li> <li>• Infrastructure Delivery Plan (IDP) published July 2011</li> </ul>

**Affordable Housing (Aim 3)**








Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS	
1.3	Objective 7 Making homes more affordable	Actions – Progress against key activities	 Green	<ul style="list-style-type: none"> <li>The range of affordable housing options available through changes in Govt policy and funding is becoming clearer and we are now using this information in negotiations with developers</li> <li>Significant progress continues to be made on a range of regeneration schemes. An affordable housing Supplementary Planning Document is being prepared to provide advice for developers in order to maximize delivery</li> </ul>	
		Number of affordable homes delivered (Target = 200)	 Green	<p><b>Forecast for 2011/12 = 250</b> (Quarter 1 actual = 35 units, made up of 25 units of rent &amp; shared ownership + 10 private developers 'homebuy' units) There are many schemes with planning that will complete this year, including: Hyde Lane – 12 Units; Wordsworth – 18 Units; Firepool – 95 Units</p>	
		% of non-decent council homes	 Green	<p><b>0.2% were non decent (12 properties)</b> Target = max 0.5% (25 properties)</p>	
		Somerset West Private Sector Housing Partnership  Objective: Better standards and interventions in the private sector stock, by improving housing conditions	 Green	Measure	Quarter 1 performance
				Energy efficiency	60 loft insulations; 37 cavity wall insulations; 16 boiler replacements; 10 night storage heater replacements; 6 gas heating system replacements
				No of private sector homes made Decent	Q1 = 40 Target = 25
				No of empty properties brought back into use	Q1 = 61 Target = 15
No of statutory Disabled Facilities Grants* (approved & implemented)	Q1 = 3 in private sector stock, 1 in Council stock Target = 8 private sector, 12 in Council stock * implementation quite slow in Q1 but performance expected to improve in Q2 when backlogs cleared				
No of statutory housing standards interventions (enforcement activities)	Q1 = 24 Houses in Multiple Occupation inspected Target = 20 HMO inspections to be completed Q1 = 18 fitness conditions complaints dealt with Target = 10 fitness complaints to be dealt with				

### Climate Change (Aim 4)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
1.4	<b>Objective 8</b> Meet TDBC's & partner organisation's internal climate change commitments	<b>Actions –</b> Produce and implement Carbon Management Plan (CMP)	 Green	<ul style="list-style-type: none"> <li>CMP to be approved by the Exec early August</li> <li>3% CO2 reduction target over the period 2011/12</li> <li>Implement the 46 carbon reduction actions from CMP</li> <li>Report progress informally to CMSG and produce formal half-yearly progress reports on implementation of the Plan commencing April 2012</li> <li>Work on a strategy for achieving carbon neutrality due in 2011/12</li> </ul>
		3% reduction in CO2 by Mar 12	 Green	First monitoring report on TDBC's emissions in Q1 & 2 due October 2011
		Adapting to climate change	 Green	LAA target now removed, however TDBC will continue to work towards level 3 for 2011/12 (rather than 2010/11). Level 2 reported to DEFRA spring 2010 (Comprehensive Risk Assessment).
		Reporting on national Greenhouse Gases dataset	 Green	Completed. DECC emailed and should be on website by end of July. Reduction from 2006 baseline of 7% to year ending March 2011. Aspirational further 3% reduction to March 2012.
	<b>Objective 9</b> Work with communities to reduce carbon emissions across the Deane	<b>Actions –</b> Progress against key activities	 Green	<ul style="list-style-type: none"> <li>TDP (Taunton Deane Partnership; formerly called LSP) have agreed setting up of a working group to drive and co-ordinate the development of a Climate Change Strategy. Membership of the group will be agreed summer 2011 to develop the Strategy which should be completed Dec 2013.</li> <li>Work on creating a Passivhaus / Code 6 exemplar project in partnership with Magna Housing Association started</li> </ul>
		Per capita CO2 emissions in TD area	N/A	No targets set (awaiting updated data from DEFRA). Latest data published in Sept 2010 showed a 3% reduction from 2006 to 2008. <b>This data is published annually, however there is a 2 year time lag. The 2009 data should be published in Sept 2011</b>

## 2. SERVICE DELIVERY

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






















Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS			
2.1	<b>Ensuring development proposals are dealt with positively, with an emphasis on quality outcomes</b> Delivering the Development Management Service aims	Planning Applications Speed of Processing	 Red	<b>Type</b>	<b>Outturn</b>	<b>Targets</b>	<b>Comments</b>
				a) Major	<b>40% (4/10)</b>	65%	10 Major applications decided - 6 over target expiry date of 13 weeks
				b) Minor	<b>63% (41/65)</b>	75%	65 Minor applications decided – 24 over target expiry date of 8 weeks
				c) Other	<b>81% (162/201)</b>	85%	201 Other applications decided – 39 over target expiry date of 8 weeks
		<b>Further detail is provided in the main report (section 4.1)</b>				<b>Quarter 1 = 0% (Target max 25%)</b>	
		% of appeals allowed against the authority's decision	 Green	Out of 4 appeals a total of zero appeals allowed against the council's decision			
2.2	<b>Safeguarding the health, safety &amp; welfare of everyone in the Borough</b> Delivering the aims of the Environmental Health Service	Satisfaction with EH regulatory services	 Green	<b>Quarter 1 = 100% (Target = 75%)</b>			
		Food Safety compliance	 Green	<b>Quarter 1 = 92% (Target = 80%)</b>			
		Environmental Protection Team reactive tasks	 Green	Requests for Service (e.g. pest control, dog warden, noise, odour, drainage, air pollution, public health). <b>85%</b> Total Service Requests responded to within target time (449/527)			
		Health & Safety intervention visits	 Red	<b>Quarter 1 actual = 40% (18 /45 inspections) (Target = 90%)</b> The gas safety visits have been highly enforcement intensive requiring considerable officer input. This work is worthwhile due to the risk posed by unsafe gas appliances and installations, and a catch up plan is in place to be complete by the end of quarter 2.			
		Licensing inspections	 Green	<b>Quarter 1 actual = 100% (Target = 75%)</b> Target was to undertake 30 inspections, and 33 were carried out			







# TDBC SCORECARD Q1 2011/12 (Appendix A)



2.3	<b>Delivering customer driven services</b> To deliver customer focussed services, achieving high levels of customer satisfaction.	Calls resolved at 1 <sup>st</sup> point of contact	 Green	<b>Quarter 1 actual = 98.1% (Target 91%)</b> 754 calls of all calls answered were transferred to back office which should have been deliverable within Customer Contact																																						
		Calls answered within 20 seconds	 Green	<b>Quarter 1 actual = 85.28% (Target 80%)</b> Contact Centre (Total 39,256 calls. 5,779 not within 20 seconds of hitting CC system) Deane House = 98.7%      DLO Depot = 95.2%																																						
		Calls abandoned	 Green	<b>Quarter 1 actual = 3.69% (Target less than 5%)</b> 1506 calls abandoned with a total of 40762 offered during the period. 39,256 calls answered within Customer Contact																																						
		Complaints measures -10 day response - % Complaints upheld	 Amber	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Total no. complaints</th> <th colspan="2">% 10 day response</th> <th colspan="2">% upheld</th> </tr> <tr> <th>Q1</th> <th>Q1 last year</th> <th>Q1</th> <th>Q1 last year</th> <th>Q1</th> <th>Q1 last year</th> </tr> </thead> <tbody> <tr> <td>TDBC</td> <td>28</td> <td>23</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>SWP</td> <td>6</td> <td>19</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td><b>34</b></td> <td><b>42</b></td> <td><b>71%</b></td> <td><b>69%</b></td> <td><b>38%</b></td> <td><b>36%</b></td> </tr> </tbody> </table>						Total no. complaints		% 10 day response		% upheld		Q1	Q1 last year	Q1	Q1 last year	Q1	Q1 last year	TDBC	28	23					SWP	6	19					<b>Total</b>	<b>34</b>	<b>42</b>	<b>71%</b>	<b>69%</b>	<b>38%</b>	<b>36%</b>
					Total no. complaints		% 10 day response			% upheld																																
					Q1	Q1 last year	Q1	Q1 last year	Q1	Q1 last year																																
				TDBC	28	23																																				
SWP	6	19																																								
<b>Total</b>	<b>34</b>	<b>42</b>	<b>71%</b>	<b>69%</b>	<b>38%</b>	<b>36%</b>																																				
A full Corporate Feedback analysis report for 2010/11 will be provided in Q2.																																										
Benefits Service: Time to process new claims	 Green	<b>Quarter 1 actual = 20.04 days (Target= 22 days)</b> <b>2011/2012 forecast = 22.00 days</b> (Q1 last year 2010/11 was 20.07 days)																																								
Landlord Services – satisfaction with repairs	 Green	<b>99.06% satisfied overall with the repairs service (Target = 98%)</b> (Survey results Jan 2011). Satisfaction surveys used to be sent on a 6 month basis. A new process has now been put in place to send these quarterly, and quarterly data will be available from Quarter 2																																								
2.4	<b>Ensuring the Borough is a clean and attractive place to live, work &amp; visit</b> Delivering Parks, Street Cleansing, Highways & Transport Services that are high quality & cost-effective	Street & environmental cleanliness targets	 Green	<b>% of surveyed land that is assessed as having unacceptable deposits of:</b> <table border="1"> <thead> <tr> <th>Type</th> <th>Q1 results</th> <th>Targets</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>Fly-tipping</td> <td>Grade 2 (estimate) = 'effective'</td> <td>2</td> <td>No official results available yet</td> </tr> </tbody> </table>			Type	Q1 results	Targets	Comments	Fly-tipping	Grade 2 (estimate) = 'effective'	2	No official results available yet																												
		Type	Q1 results	Targets	Comments																																					
Fly-tipping	Grade 2 (estimate) = 'effective'	2	No official results available yet																																							
Quality assurance accreditation / Awards	 Green	The Green Flags, Green Pennant and Heritage Awards for the conditions of five of our Parks remain in place. Judging is under way for this year's Green Flag awards and we are awaiting these results, we are being judged for the In Bloom competition in July.																																								





### 3. MANAGING FINANCES (ref Appendix B for detailed budget monitoring)


Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS		
3.1	<b>Budget monitoring</b> To control spending within approved budget total for the year	<b>General Fund Revenue</b> within 0.5% =  0.5 – 2% =  over 2% = 	 Red	<b>2011/12 Forecast Outturn as at Quarter 1 = over spend of £805k (= 6.8%) against budgeted net expenditure of £11.873m</b> This comprises net over spend of £880k on services and no variance on other operating costs. Further information is provided in appendix B of this report.		
		<b>General Fund Capital</b> within 2% =  2 – 3.5% =  over 3.5% = 		 Green	<b>2011/12 Forecast Outturn as at Quarter 1 = under spend of £56k (= 0.71%) against budgeted net expenditure of £4.152 m</b>  Further information is provided in appendix B of this report.	
		<b>Housing Revenue (HRA)</b> within 0.5% =  0.5 – 2% =  over 2% = 			 Green	<b>2011/12 Forecast Outturn as at Quarter 1 = under spend of £166k</b> The main item compromising this under spend is under spends on maintenance.  Further information is provided in appendix B of this report.
		<b>HRA Capital</b> within 2% =  2 – 3.5% =  over 3.5% = 				 Green
3.2	<b>Reserves</b> To maintain an adequate reserve (based on financial risk analysis)	<b>General Fund reserve</b> >£1.25m =  £1 - £1.25m =  <£1m = 	 Green	Approved Balance is <b>£3.166m</b> as at March 2011 (This is subject to the audit 2010/11 final accounts).  The current projected balance at March 2012 is £2.458m. This is above the minimum reserves expectation within the Budget Strategy.		
3.3	<b>Next year's budget gap</b>	A balanced budget 2012/13		 Amber	The MTFP included a budget gap of £1.219m for 2012/13 (ref Budget Strategy report to Scrutiny 21 July 2011). This will need to be addressed through the Budget Review Programme and detailed budget setting process for next year, which will take place in the coming months. This is shown as amber because of the current size of the potential budget gap.	

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS										
3.4	Debt collection	Council Tax Target = 97.8%	 Green	<b>Quarter 1 actual = 35.38%</b> <b>2011/2012 forecast = 97.8%</b> (Q1 last year 2010/11 was 35.37%)										
		NNDR Target = 98.4%	 Green	<b>Quarter 1 actual = 33.41%</b> <b>2011/2012 forecast = 98.4%</b> (Q1 last year 2010/11 was 35.45%)										
		Housing Rent Target = 98.3%	 Amber	<b>Quarter 1 = 94.08%</b> (Q1 last year 2010/11 was 93.4%) Slightly below target - this is a cumulative target therefore we should see an improvement as we move through the Financial Year.										
		Sundry Debts position	 Green		<table border="1"> <thead> <tr> <th></th> <th>End of Quarter 1 (as at 30 June 2011)</th> <th>Last year (as at 30 June 2010)</th> </tr> </thead> <tbody> <tr> <td>Outstanding debt</td> <td>£2,861,930.38</td> <td>£5,075,851.51</td> </tr> <tr> <td>Aged debt over 90 days old</td> <td>£1,988,890.64</td> <td>£3,316,737.78</td> </tr> </tbody> </table>		End of Quarter 1 (as at 30 June 2011)	Last year (as at 30 June 2010)	Outstanding debt	£2,861,930.38	£5,075,851.51	Aged debt over 90 days old	£1,988,890.64	£3,316,737.78
				End of Quarter 1 (as at 30 June 2011)	Last year (as at 30 June 2010)									
Outstanding debt	£2,861,930.38	£5,075,851.51												
Aged debt over 90 days old	£1,988,890.64	£3,316,737.78												
In SAP only*			<p>The value of outstanding sundry debt invoices has fallen significantly since the corresponding time last year. Similarly the value of debt over 90 days old has also fallen significantly.</p> <p>An update report, detailing the Council's performance in collecting it's various account types, including sundry debts, was provided to the Corporate Governance Committee on 27<sup>th</sup> June which provides detail on collection performance as at the end of the last financial year.</p>											
3.5	Benefits subsidy	To achieve 100% subsidy	 Green	<b>Projection for 2011/12 = 100%</b> (by remaining in the lower threshold for LA error overpayments)										
3.6	Procurement Transformation Project Ensure TDBC realises benefits of the various transformation projects	Value of Procurement Savings against target	 Red	<p><b>£937k of procurement savings delivered to date.</b></p> <p>This is behind the original IBM forecast in 2007 however SW One strategic procurement service have undertaken a review of the likely savings over the lifetime of the SW One contract which performance will be tracked against in future reports.</p> <p>The alert in future will relate to the revised forecast (discussed at corporate scrutiny on 20<sup>th</sup> July 2011) rather than the original out of date IBM forecast.</p>										







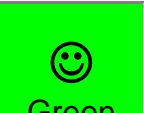




## 4. KEY PROJECTS

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
4.1	<b>Local Development Framework (LDF) Core Strategy</b> To create a plan to deliver sustainable growth	- Publish Core Strategy for consultation in Mar/Apr 2011  - Adopt the LDF Core Strategy in March 2012	 Amber	Core Strategy was delayed during 2010/11 as a consequence of changes arising from Coalition Government's intention to revoke Regional Spatial Strategy and consequential delays in commissioning of evidence base. Core Strategy now progressing in line with amended Local Development Scheme with anticipated adoption date of June/July 2012.
4.2	<b>DLO transformation project</b>	To deliver the specified benefits (financial and non-financial) of the DLO transformation	 Green	Proposals for internal transformation are currently under consultation and are due to come to Executive & Full Council on 16 August 2011. Efficiency savings from interim transformation measures are already in excess of £300k.
4.3	<b>Budget Review Programme</b>	- Deliver a budget strategy for a balanced budget 2012/13 - 15/16 - Agree future priorities & set a new Corporate Strategy (2012-16)	 Green	Phase 1 (data gathering & initial options reports) is now complete. Phase 2 of the project has commenced (engaging with Members & refining savings options). Budget Packs issued to Members & Unison end July, and 'drop-in' sessions scheduled in August & September. A report on 'High-level Principles' is going to Corporate Scrutiny 18 <sup>th</sup> August. Monthly Unison consultation group meetings are taking place.
4.4	<b>SAP BOP (Back Office Processing) system re-launch</b>	SAP Back Office Processing (BOP) system implementation	 Amber	All business-critical elements of SAP launched and functioning as 'Business as usual'. Changes required to remaining unlaunched SAP functionality to make it best fit with our requirements, are being actively progressed through a cross authority change board. The areas of SAP which require rollout are corporate feedback, annual leave, absence reporting, PREDS, overtime and e-recruitment. For these unlaunched areas of SAP there are adequate alternative processes in place in the meantime which cause no operational issues to the organisation. A SAP update report provided to Change Members Steering Group 6 <sup>th</sup> July.





<p><b>4.5</b></p>	<p><b>Halcon Project</b></p>	<p>Recommendation to Members Community Scrutiny and Executive in September</p>	 <p>Green</p>	<p>Project Brief and report are on track for completion for member decision making in September.</p>
<p><b>4.6</b></p>	<p><b>HRA Reform -</b> Guide TDBC through the Governments plans to radically change council housing finance, including plans to abolish the negative subsidy system and replace it with a self financing model.</p>	<p>Monitor progress against required outputs for each workstream as detailed in the project outline</p>	 <p>Green</p>	<p>The HRA Reform project is progressing well, the project group has been established and meeting fortnightly, and project documents including a project outline have been produced. The required work streams have been identified and workstream leads agreed.                  The revision of TDBC 30 year HRA financial modelling has recently been updated and work to create a new Asset Management Strategy 2011-2016 and Housing Revenue Account Business Plan 2012-42 has been commissioned. The Treasury Management workstream lead is in discussions with Treasury Advisors regarding obtaining a loan for the self financing settlement and a Project Officer has been appointed to support the creation of the new HRA Business Plan 2012-42.                  A risk register for the project has been produced and risks are regularly monitored and updated through the project meetings.                  Project dashboards are produced on a monthly basis to monitor the progress of the project and are shared with CMT, MCSG and TSMB.</p>

## 5. KEY PARTNERSHIPS








Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS																									
5.1	<b>Taunton Deane Partnership (TDP)</b>	PIs to be developed for 2011/12 to measure the 3 priorities	 Green	The TDP is delivering against 3 priorities: <ul style="list-style-type: none"> <li>• PAS – TDP continues to provide effective leadership &amp; governance to the project</li> <li>• Planning Cycles – methodology agreed which outlines an approach to aligning resources to the delivery of the PAS</li> <li>• Promoting Taunton Deane – 1<sup>st</sup> meeting held. A vision has been drafted and key partners identified</li> </ul> Progress against TDP partnership objectives will be reported to Community Scrutiny this autumn.																									
5.2	<b>Southwest One</b>	Efficient delivery of in-scope services (basket of KPIs)	 Green	<b>Key Performance Indicators – Quarter 1 (2011/12)</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>No. of indicators</th> <th>No. of times measured in Q1</th> <th>No. on Target</th> <th>% on target</th> </tr> </thead> <tbody> <tr> <td>Monthly</td> <td>13</td> <td>39</td> <td>39</td> <td>100%</td> </tr> <tr> <td>Quarterly</td> <td>9</td> <td>9</td> <td>8</td> <td>88.8%</td> </tr> <tr> <td>Annually</td> <td>21</td> <td>1</td> <td>0</td> <td>0</td> </tr> <tr> <td><b>Total</b></td> <td><b>43</b></td> <td><b>49</b></td> <td><b>47</b></td> <td><b>95.9%</b></td> </tr> </tbody> </table>		No. of indicators	No. of times measured in Q1	No. on Target	% on target	Monthly	13	39	39	100%	Quarterly	9	9	8	88.8%	Annually	21	1	0	0	<b>Total</b>	<b>43</b>	<b>49</b>	<b>47</b>	<b>95.9%</b>
		No. of indicators		No. of times measured in Q1	No. on Target	% on target																							
Monthly	13	39	39	100%																									
Quarterly	9	9	8	88.8%																									
Annually	21	1	0	0																									
<b>Total</b>	<b>43</b>	<b>49</b>	<b>47</b>	<b>95.9%</b>																									
<b>Southwest One</b>	Social & economic development	 Amber	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #FF0000; color: white; text-align: center;"><b>KPI failures ☹️</b></td> <td style="background-color: #00FF00; text-align: center;"><b>Successes 😊</b></td> </tr> <tr> <td style="vertical-align: top;"> <b>Finance</b>                      - Statement of Accounts – Timeliness – Input of closing entries as per closing timeliness.                      - Treasury – Compliance with the Treasury Management practice notes, Prudential boundaries and the lending list.                 </td> <td style="vertical-align: top;"> <b>Customer Contact</b>                      - continue to deliver on &amp; above target month on month.                 </td> </tr> </table>	<b>KPI failures ☹️</b>	<b>Successes 😊</b>	<b>Finance</b> - Statement of Accounts – Timeliness – Input of closing entries as per closing timeliness. - Treasury – Compliance with the Treasury Management practice notes, Prudential boundaries and the lending list.	<b>Customer Contact</b> - continue to deliver on & above target month on month.																						
<b>KPI failures ☹️</b>	<b>Successes 😊</b>																												
<b>Finance</b> - Statement of Accounts – Timeliness – Input of closing entries as per closing timeliness. - Treasury – Compliance with the Treasury Management practice notes, Prudential boundaries and the lending list.	<b>Customer Contact</b> - continue to deliver on & above target month on month.																												
				The SWOne contract includes 'deliverables' that support social-economic development in the area, eg supporting new & small businesses, & promoting Somerset to businesses. Amber alert because the contract requires a review to ensure the 'deliverables' are still appropriate going forward. The Ec Dev team are working with SCC & IBM to progress this review. A summary of progress of programmes & activities was included in the SWOne report to Corporate Scrutiny on 21 July 2011.																									






5.3	Tone Leisure 'More people, more active, more often'	Target 1% increase in total leisure visits	 Red	First quarter <b>usage has decreased by 3%</b> (= 7574 less visits than same period last year). Usage target for the full year 2011/12 is 1,041,226.
		Progress against Tone Leisure key business objectives	 Green	In Q1 Tone Leisure's business objectives are progressing.  Next Tone Leisure performance report to Community Scrutiny in October (Q1 & Q2)
5.4	Somerset Waste Partnership To increase participation in the recycling service through promotion and enforcement	PI - % of household waste sent for reuse, recycling & composting (Target = 45.4%)	 Green	<b>Quarter 1 = 46.6%</b>  (Quarter 1 last year 2010/11 was 47.8%)
		PI – Residual household waste (Target = 380kg per household)	 Amber	<b>Quarter 1 = 99.1 kg per household</b>  (Quarter 1 last year 2010/11 was 93.6kg)
		Progress against key business objectives	 Green	SWP are undertaking a small campaign to test the effectiveness of doorstep canvassing on six low-performing recycling rounds across Somerset including one in Wellington, already completed, and another in Taunton, scheduled for later this year. Trained officers from Carymoor Environmental Trust visit households, provide information and encourage residents to take part, focussing particularly on food waste and food and drinks cans, which have lower capture rates than other materials. Before and after round weights and 'set out' rates of households using the recycling services are recorded. Initial results from Wellington suggest that overall set out rates increased by 2% following the doorstepping, with food waste and food and drinks cans increasing by 2% and 7% respectively.
5.5	South West Audit Partnership	Target min 90% of 2010/11 Audit plan delivered	 Amber	<b>62% of planned audits in Quarter 1 were completed or are in progress.</b> SWAP have fallen behind on delivery of the Audit Plan due to delayed starts on individual audits. There are a number of theme audits to be run across a number of SWAP Clients : delays were experienced in agreeing risks and the scope of the audits. Plans have been put in place in catch up on the end of quarter position to ensure that performance is back on track.

## 6. PEOPLE (Human Resources)

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS
6.1	<b>Staff Sickness</b> Reduce sickness absence through strong absence management, revised policies & procedures, & training	Target = 8.5 working days max lost per FT employee	 Green	<b>Quarter 1 actual = 2.1 days</b> <b>2011/12 forecast = 8.42 days</b>  (Q1 last year was 2.15 days)  Last years target was 9 days, and the actual was 9.62 days
6.2	<b>PRED / Training Plans</b> Maintain effective performance management of people and establish & deliver development needs	100% completion of PREDs	N/A	An update on the % of staff having had a PRED (appraisal) in the last 12 months will be provided in quarter 2
		100% completion of training plans	 Amber	<b>76% of 2011/12 training plans have been completed</b> (ie service training plans received as part of the annual service Learning & Development budget allocation).
		100% delivery of 'essential' training activities (corporate training plan)	 Amber	Only 1 training activity on the 2011/12 Corporate training plan was due to be delivered in Quarter 1, however this has not yet started. More are due to be completed by end of quarter 2.
6.3	<b>Staff Turnover</b>	Target 12% (voluntary leavers as % of staff in post)	 Green	<b>Total turnover - 1.6%</b> <b>Voluntary turnover - 0.97%</b> Early retirement / redundancy - 0 Ill-health retirement - 0 Other (End of contract/ dismissal) - 0.65%
6.4	<b>Improve Staff Satisfaction</b>	Results from staff survey / resulting action plan	N/A	Survey due to take place in September 2011. Results will be available for reporting in Quarter 3

## 7. CORPORATE MANAGEMENT

Ref	OBJECTIVES	MEASURES	ALERT	ISSUES (current & future) and IMPACTS												
7.1	<b>Corporate Governance Action Plan</b> Deliver the action plan, focussing on high priority areas	Deliver 95% of High priority Actions, and 80% of Medium priority actions by target dates	 Amber	The 2011/12 Corporate Governance Action Plan currently includes 32 actions, with the status as at end May being: <table border="0" style="margin-left: 20px;"> <tr> <td></td> <td style="text-align: center;"><b>High priority actions</b></td> <td style="text-align: center;"><b>Total actions</b></td> </tr> <tr> <td>Green (on course)</td> <td style="text-align: center;">= 72% (13 actions)</td> <td style="text-align: center;">= 72% (23 actions)</td> </tr> <tr> <td>Amber (some concern)</td> <td style="text-align: center;">= 28% (5 actions)</td> <td style="text-align: center;">= 25% (8 actions)</td> </tr> <tr> <td>Red (off course)</td> <td style="text-align: center;">= 0</td> <td style="text-align: center;">= 3% (1 action)</td> </tr> </table> A detailed report is taken quarterly to the Corporate Governance Committee.		<b>High priority actions</b>	<b>Total actions</b>	Green (on course)	= 72% (13 actions)	= 72% (23 actions)	Amber (some concern)	= 28% (5 actions)	= 25% (8 actions)	Red (off course)	= 0	= 3% (1 action)
	<b>High priority actions</b>	<b>Total actions</b>														
Green (on course)	= 72% (13 actions)	= 72% (23 actions)														
Amber (some concern)	= 28% (5 actions)	= 25% (8 actions)														
Red (off course)	= 0	= 3% (1 action)														
7.2	<b>Audit &amp; Inspection</b> Ensure that statutory Audit & Inspection obligations are met, and scores maximised	Internal audit findings	 Amber	There were 4 audits completed in Quarter 1 of 2011/12. The following audit assessments were reported in respect of these audits: <ul style="list-style-type: none"> <li> Comprehensive assurance = 0</li> <li> Reasonable assurance = 0</li> <li> Partial assurance = 4 (Creditors, Debtors, Car Parking Income and DLO External Sales)</li> <li> No assurance = 0</li> </ul> Internal Audit (SWAP) reports quarterly on audit plan progress to Corporate Governance Committee (next report end of September)												
		2010/11 Final Accounts unqualified	N/A	External audit are undertaking substantive testing of the significant items in the accounts, which will determine their accuracy overall. This will be reported in Quarter 2.												
7.3	<b>Equalities &amp; Diversity</b> Develop practices & policies based on Equalities Framework for Local Govt ('achieving' level)	Themes/Service areas delivery of Equality Action Plans	N/A	An update of Equality Action Plans will be provided in Quarter 2												
		Council reports including Equality Impact Assessments (EIA)	 Amber	Reports to Committees that should have detailed EIA attached or sufficient summaries that did = <b>60%</b> (target 100%) We are seeing a steady increase in the number of reports coming through that include Equality and Diversity considerations, and that have an EIA attached. Some reports that do not attach EIA's still do not provide Members with a clear explanation of how the Equality legislation was considered, what evidence was used and how the conclusions were drawn. Members are urged to challenge this, to enable them to comply with their responsibilities under the current Equality legislation.												

7.4	<b>Risk Management</b> To ensure major risks are managed by embedding Risk Management Strategy	Delivery of RM Strategy & Policy & Procedures	 Green	6-monthly CMT review of corporate risk register scheduled for September.  Risk Management progress is reported quarterly to the Corporate Governance committee - next report due 27 Sept.
7.5	<b>Value for Money / Benchmarking</b> To ensure that Services provide excellent value for money	Council Tax charges – in lowest quartile	 Green	
		Target efficiency savings at areas with poor VfM	N/A	This measure may no longer be appropriate – the Budget Review Programme will provide options for savings in all areas of Council operations. The Audit Commission will publish its annual ‘Value for Money’ conclusion report for TDBC during quarter 2.
7.6	<b>Asset Management</b> Develop the Council’s Asset Management arrangements	Implementation of Asset Mgt Plan	 Green	☺ 71% ☹ 13% ☹ 16% (= 4 actions with no progress) Overall, SW1 Property Services are responding well to TDBC needs, however where progress has not been made this is because those actions are on hold as they are being covered on the Budget Review Project (Asset Review). These actions cover property rationalization and mobile working for example.
		Target 70% of maintenance spend planned	 Green	<b>Planned = 82.2%</b> and unplanned = 17.8%
7.7	<b>Health &amp; Safety</b> To raise the standard of Health & Safety knowledge & performance	Delivery of H & S Action Plan	 Green	Delivery continues on the 5 priority issues within the 2011 Health and Safety Forward Plan. The completion of local management roles and responsibilities continues at the team meeting level. The detail within the competency framework is being refined to support the proposed DLO transformation as are the generic risk assessment. A DVD series of over 60 individual ‘tool box’ talks have been identified and agreed by the DLO H&S committee. It is too early to report percentage compliance figures against the H&S KPI one Management competency and KPI two Management systems. Accident data will be available in October

## APPENDIX B

### **IMPORTANT – PLEASE NOTE:**

In order for the financial performance to be debated in the most efficient manner at the Executive Board, Members who have queries with any aspect of this Appendix are requested to contact the appropriate officer(s) named above before the meeting so that information can be collated in advance or relevant officers can be invited to the meeting.

## **Financial Position Report – Quarter 1 Update**

### **PART A: REVENUE BUDGETS**

#### **1 Forecast Outturn Summary – General Fund Revenue Account**

- 1.1 As always, it is difficult to forecast with any certainty after only 3 months of actual spending and income. The purpose of this report is to provide **early warning** of potential budget issues. We will be able to report with more certainty at the Qtr2 position.
- 1.2 There are several significant budget issues for Members to be sighted on. They are listed in some detail below. Should these budgets continue to follow the same pattern as experienced in Qtr1, then the Council is heading for an overspend on General Fund in the current year of around £805k compared to the approved budget. It is too early to tell whether this will materialise. Key budgets are being monitored closely on a monthly basis and the overall General Fund forecast will be updated and shared with Members again in November/December with the Q2 report.
- 1.3 A summary of the overall General Fund Revenue Account budget and forecast for the year (assuming the current spending pattern continues) is included in **Annex A**.
- 1.4 The significant budget issues that Members need to be sighted on are:
  - a) **Car Parking Income:** The income from Off Street parking is £160k below budget for the first quarter. Should this pattern continue for the remainder of the year, the income budget will be short by £640k. The number of people using the car parks in the district is down significantly on previous years. On Street Parking is £26k above budget for the first quarter. Should this pattern continue for the remainder of the year, the income budget will be over achieved by £78k. Together, these mean parking income overall is forecast to be £562k below budget for the year.



- b) **Planning Income:** The income from planning fees is currently £40k below budget, and if this pattern continues will be £140k below budget for the year. This is due to 2 issues:-
- a. Members will recall that the 2011-12 budget made an assumption of a 15% increase in income associated with deregulation of planning fees (worth £70k). The legislation bringing this forward has been delayed and will not be in place in the current financial year.
  - b. The remainder of the loss of income (£70k annual impact) is predicted based on the poor figures for Q1. Whilst Planning income can vary greatly from quarter to quarter and it is therefore difficult to make assumptions based upon one quarter alone, the reduction in income for this quarter must to some degree be a reflection of the state of the wider economy.
- c) **Building Control Income:** The income in building control is under budget in quarter 1. Should this continue the budget will be short by £60k for the year. A vacancy within the team is being held open to mitigate the impact of this. This will reduce the potential annual shortfall to £20k.
- d) **Licensing Income:** Income from Licensing is under budget in quarter 1. Should this pattern continue, then the budget will be short by £73k for the year. This is due to the decrease in licence applications across all areas and a number of bad debts: It is a further indication of the downturn in the economy in the district.
- e) **SWOne Contract Savings:** There are expected savings on the SWOne contracts of £90k (full year position) as there was no pay award for seconded staff in 2010/11.

1.5 Further information regarding the reported variances to budget and the management action that has been taken or is planned is included in **Annex B**.

## **2 General Fund Reserves**

- 2.1 The General Fund general reserves balance at the start of the year was £3.166m. *This is subject to the audit 2010/11 final accounts.* The projected balance at the end of the current financial year is £3.264m before considering any potential overspend in the current year. If the current trend continues on all the budgets above, and the Council takes no corrective action in the year, the potential overspend of £805k would be funded by this reserve – reducing the potential balance to £2.459m by the end of the financial year.
- 2.2 The reserves have been kept deliberately high in order to fund the costs of change that will emerge from the Budget Review Programme – either in terms of redundancies or investment in technology. Such a

reduction will have a serious impact on the Councils ability to do this.

- 2.3 A summary of the movement in the General Fund Reserves Balance is included in **Annex C**.

### **3 Forecast Outturn Summary – Housing Revenue Account**

- 3.1 The current forecast outturn for the Council's Housing Revenue Account (HRA) is Net Expenditure of £9k. The forecast (underspend) is therefore £166k for the financial year 2011/12.

- 3.2 A summary of the HRA revenue budget and forecast for the year is included in **Annex D**.

- 3.3 The significant changes in the forecast are in the following areas:

- a) **Maintenance:** There is an expected underspend of £166k on maintenance budgets based on the spend for the first quarter. This is due to a plan to spend less than budgeted in year.
- b) Further information regarding the reported variances to budget and the management action that has been taken or is planned is included in **Annex E**.

### **4 Housing Revenue Account Reserves**

- 4.1 The HRA general reserves "working balance" at the start of the year was £1.593m. *This is subject to the audit 2010/11 final accounts.* The projected balance at the end of the current financial year is £1.584m taking into account planned transfers to/from reserves within approved budgets and the current forecast outturn position. This compares favourably to the recommended minimum working balance of £0.9m as set out in the Council's financial strategy framework.

- 4.2 A summary of the movement in the HRA Reserves Balance is included in **Annex F**.

### **5 Risk and Uncertainty**

- 5.1 Budgets and forecasts are based on known information and best estimates of future spending and income of the Council. Through the budget monitoring process managers have identified the following risks which could affect financial projections, but their likelihood and/or amount are uncertain:

- a) **Vacancy Factor:** A vacancy factor of £131k was put into the budget for 11/12 and whilst there is a strong possibility of this being met work is currently being done to estimate the figure more accurately.

- 5.2 The Council carries protection against risk and uncertainty in a number of ways, such as insurances and maintaining reserves.

## **6 Budget Changes**

- 6.1 The Original Budget for the year was approved by Full Council on 22 February 2011. The budget requirement for the Council may not remain static for the whole financial year, and officers may request changes to approved budgets during the course of the financial year, either in the form of: transfers to/from general reserves, known as “Supplementary Estimates and Returns” (either General Fund or HRA); or transfers between budgets, known as “virements”.
- 6.2 Virements that are above £50,000 in value require Executive approval. There are no transfers submitted for approval this quarter.

There are no requested “Supplementary Estimates and Returns” in either the General Fund or HRA.

## **7 Earmarked Reserves**

- 7.1 Earmarked reserves are finite revenue and capital funds that are held in the Council’s Balance Sheet for specific purposes. The funds can be withdrawn over one or more years but do not form part of the Council’s Base Budget.
- 7.2 The Earmarked Reserves balance at the start of the year was £7.440m. This included £6.858m for General Fund and £0.582m for the HRA. *This is subject to the audit 2010/11 final accounts.*
- 7.3 A Summary Statement of Earmarked Reserves is included in **Annex H**. This shows the opening balances and the amounts transferred to and from reserves during the year.

## **8 Other Usable Reserves and Funds**

### **Section 106 Funds and Commuted Sums**

- 8.1 Officers are currently looking at a form of reporting these funds for members. Our aim is for this to be included in the regular reporting to members from Q2 onwards.

## **9 Deane DLO Trading Account**

- 9.1 There are no variances to budget declared at this time by DLO management.

- 9.2 A Trading Account Summary and Reserves Position Statement for the DLO are included in **Annex I**. The trading account reserves are reported as part of the General Fund Earmarked Reserves balance.

## **10 Deane Helpline Trading Account**

- 10.1 Deane Helpline is declaring a forecast overspend of £7k. This is mainly due to loss of income from a contract with North Somerset Housing that has not started yet.
- 10.2 A Trading Account Summary and Reserves Position Statement for the Deane Helpline are included in **Annex J**. The trading account reserves are reported as part of the General Fund Earmarked Reserves balance.

## **PART B: CAPITAL BUDGETS**

### **11 Forecast Outturn Summary – General Fund Capital Programme**

- 11.1 The current forecast outturn for the Council's General Fund Capital Programme is Net Expenditure of £4.096m, compared to the budget of £4.152m. The forecast underspend is therefore £56k (0.71%) for the financial year 2011/12 of this underspend £35k relates to slippage into 2011/12 and £21k is a genuine underspend.
- 11.2 A summary of the General Fund Capital Programme budget and forecast for the year is included in **Annex K**.
- 11.3 The forecast underspends in this quarter are in the following areas:
- a) **Car Park Payment Equipment Replacement:** There is an underspend of £21k on the car park payment equipment replacement project. This is due to the original bid being on a worst case scenario.
  - b) **IT Improvements:** There will be a planned underspend on the IT Improvements budget at the end of the year due as it is now anticipated the £35k budget provision for the Infrastructure Project will need to be slipped into 2012/13.
- 11.4 Further information regarding the reported variances to budget and the management action that has been taken or is planned is included in **Annex L**.

### **12 Forecast Outturn Summary – Housing Revenue Account Capital Programme**

- 12.1 The current forecast outturn for the Council's HRA Capital Programme shows that spending is on track and the budget will be achieved.

12.2 A summary of the HRA Capital Programme budget and forecast for the year is included in **Annex M**.

### **13 Recommendations**

13.1 Recommendations related to this appendix are included in the main body of the covering report. It is important that Members note the budget issues outlined in this report, but recognise it is early in the financial year and this position may change. A full report will be provided in Qtr2.

### **14 Contact Officers:**

**Paul Fitzgerald – *General queries and overview***

Financial Services Manager

[p.fitzgerald@tauntondeane.gov.uk](mailto:p.fitzgerald@tauntondeane.gov.uk)

01823 358680

**Fiona Gudge – *Revenue budget queries***

Principal Accountant

[f.gudge@tauntondeane.gov.uk](mailto:f.gudge@tauntondeane.gov.uk)

01823 358681

**Tracey Healy – *Capital budget queries***

Principal Accountant

[t.healy@tauntondeane.gov.uk](mailto:t.healy@tauntondeane.gov.uk)

01823 358685

## GENERAL FUND REVENUE ACCOUNT SUMMARY 2011/12

	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	%
<b>Service Portfolios</b>					
Communications & Community Leadership	1,121	1,129	1,132	3	
Corporate Resources	1,730	1,719	1,749	30	
Economic Development & the Arts	837	839	894	55	
Environmental Services	4,284	4,287	4,316	29	
General Services	1,413	1,429	1,431	2	
Housing Services	2,264	2,277	2,247	(29)	
Planning Policy & Transportation	(1,366)	(1,358)	(634)	724	
Sports, Parks & Leisure	2,546	2,552	2,544	(7)	
<b>Net Cost of Services</b>	<b>12,830</b>	<b>12,873</b>	<b>13,679</b>	<b>805</b>	<b>6%</b>
<b>Other Costs and Income</b>					
Interest Payable and Debt Management Costs	226	226	226	0	
Interest and Investment Income	(69)	(69)	(69)	0	
Council Tax Freeze Grant	(137)	(137)	(137)	0	
Parish Precepts and Special Expenses	503	503	503	0	
Transfers To/(From) Earmarked Reserves	(150)	(193)	(193)	0	
Capital Expenditure Funded from Revenue (RCCO)	130	130	130	0	
Repayment of Capital Borrowing (MRP)	371	371	371	0	
Transfers to Capital Adjustment Account	(1,930)	(1,930)	(1,930)	0	
<b>Total Other Costs and Income</b>	<b>(1,055)</b>	<b>(1,098)</b>	<b>(1,098)</b>	<b>0</b>	<b>0%</b>
<b>NET EXPENDITURE BUDGET BEFORE FUNDING</b>	<b>11,776</b>	<b>11,776</b>	<b>12,581</b>	<b>805</b>	<b>7%</b>
Formula Grant and Council Tax Income	(11,873)	(11,873)	(11,873)	0	
Net (Surplus)/Deficit for the Year	(98)	(98)	708	805	
<b>Met by Transfer to (from) General Fund Balance</b>	<b>98</b>	<b>98</b>	<b>(708)</b>	<b>(805)</b>	

**ANNEX B**

**GENERAL FUND REVEUE ACCOUNT FORECAST VARIANCES TO BUDGET 2011/12**

#	Port- folio	Service / Heading	Forecast Outturn Variance				Explanation	Management Action
			Q1 £'000	Q2 £'000	Q3 £'000	TOTAL £'000		
1	COR	Council Tax Benefit	55			55	Historically overstated budget	Attempts will be made in year to recover these budgets and the matter will be addressed at budget setting for 12/13
2	COR	Rent Rebates to HRA Tenants	65			65	Historically overstated budget	
3	COR	SWOne Contracts	(90)			(90)	No salary rise in 10/11	This underspend will be used to fund the budget pressures elsewhere in the GF
4	ECD	Tourist Information Centre (TIC)	55			55	Historically overstated budget	See 1 above
5	ENV	Environmental Protection Team	(33)			(33)	Vacancy and over estimates on salary	This saving may be used to fund budget pressures elsewhere in the GF.
6	ENV	Licensing	73			73	Under recovery of income	See main report 4.4
7	ENV	Business Support Team Theme 4	(20)			(20)	Vacancy	This saving may be used to fund budget pressures elsewhere in the GF.
8	HSG	Contribution to HRA	(17)			(17)	Unused budgets	This saving may be used to fund budget pressures elsewhere in the GF.
9	PTC	Off Street Parking	640			640	Loss of income due to decline in parking nos.	See main report 4.3
10	PTC	On Street Parking	(78)			(78)	Income for parking Permits	See main report 4.3
11	PTC	Planning Services	140			140	Loss of income, application nos down and no 15% increase in fees.	See main report 4.2
11	PTC	Building Control	60			60	Loss of income	See appendix B 1.4c
12	PTC	Building Control	(40)			(40)	Vacancy	See appendix B 1.4c
13	VAR		(5)			(5)	Minor variances	
<b>GRAND TOTALS</b>			<b>805</b>	<b>0</b>	<b>0</b>	<b>805</b>		

Key: Portfolios

COM	Community Leadership
COR	Corporate Resources
ECD	Economic Development, Asset Management, Arts & Tourism
ENV	Environmental Services
GEN	General Services
HSG	Housing Services (Non-HRA)
PTC	Planning and Transportation/Communications
SPL	Sports, Parks & Leisure



## GENERAL FUND RESERVES SUMMARY 2011/12

	Original Budget £'000	Current Budget & Forecast £'000
<b>Balance Brought Forward 1 April</b>	<b>3,166</b>	<b>3,166</b>
Repayment of Invest to Save Schemes:		
Invest to Save Repayment - Restructuring	101	101
Invest to Save Repayment - ISIS Transformation	200	200
Planned Use of Reserves within Original Budget:		
Funding of 2011/12 Costs	(203)	(203)
Net Budgeted Movement in General Fund Reserves	98	98
Forecast underspend (overspend) for the year		(805)
<b>Projected Balance Carried Forward 31 March</b>	<b>3,264</b>	<b>2,459</b>

## HOUSING REVENUE ACCOUNT SUMMARY 2011/12

	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	%
<b>Income</b>					
Dwelling Rents	(21,196)	(21,196)	(21,196)	0	
Non Dwelling rents	(586)	(586)	(586)	0	
Charges for Services Facilities	(497)	(497)	(497)	0	
Supporting People	(299)	(299)	(299)	0	
Contribution towards expenditure on Estates	(259)	(259)	(259)	0	
Government Subsidy	7,002	7,002	7,002	0	
<b>Total Income</b>	<b>(15,835)</b>	<b>(15,835)</b>	<b>(15,835)</b>	<b>0</b>	<b>0%</b>
<b>Expenditure</b>					
Management General	4,476	4,476	4,477	2	
Maintenance	5,902	5,902	5,734	(168)	
Capital Charges - Depreciation	3,938	3,938	3,938	0	
Provision for Bad Debt	50	50	50	0	
Debt Management Expenses	15	15	15	0	
<b>Total Expenditure</b>	<b>14,381</b>	<b>14,381</b>	<b>14,214</b>	<b>(166)</b>	<b>-1%</b>
<b>Other Costs and Income</b>					
CDC Costs	188	188	188	0	
Interest payable	617	617	617	0	
Interest and Investment Income	(97)	(97)	(97)	0	
Transfers To/(From) Earmarked Reserves	130	130	130	0	
Capital Expenditure Funded from Revenue (RCCO)	361	361	361	0	
Transfers to Procurement Savings	430	430	430	0	
<b>Total Other Costs and Income</b>	<b>1,629</b>	<b>1,629</b>	<b>1,629</b>	<b>0</b>	<b>0%</b>
<b>NET (SURPLUS)/DEFICIT FOR THE YEAR</b>	<b>175</b>	<b>175</b>	<b>8</b>	<b>(166)</b>	<b>-95%</b>
<b>Met by Transfer to (from) HRA Reserves Balance</b>	<b>(175)</b>	<b>(175)</b>	<b>(8)</b>	<b>166</b>	

**ANNEX E**

**HOUSING REVEUE ACCOUNT FORECAST VARIANCES TO BUDGET 2011/12**

#	Port- folio	Service / Heading	Forecast Outturn Variance				Explanation	Management Action
			Q1 £'000	Q2 £'000	Q3 £'000	TOTAL £'000		
1	HRA	Maintenance	(168)	0	0	(168)	Underspend on Maintenance Costs	
2	HRA	Other	2			2	Other minor variances	
<b>GRAND TOTALS</b>			<b>(166)</b>	<b>0</b>	<b>0</b>	<b>(166)</b>		

## HOUSING REVENUE ACCOUNT RESERVES SUMMARY 2011/12

	Original Budget £'000	Current Budget & Forecast £'000
<b>Balance Brought Forward 1 April</b>	<b>1,593</b>	<b>1,593</b>
Planned Use of Reserves within Original Budget:	(175)	(175)
Supplementary Estimates (budget increases)	0	0
Supplementary Returns (budget decreases)	0	0
Net Budgeted Movement in HRA Reserves	(175)	(175)
Forecast underspend (overspend) for the year		166
<b>Projected Balance Carried Forward 31 March</b>	<b>1,418</b>	<b>1,584</b>

**ANNEX G**

**BUDGET VIREMENTS FOR APPROVAL**

#	Amount £	Fund	From	To	Explanation
			Service / Heading	Service / Heading	
1					
2					
3					
		<b>0</b>	<b>TOTAL VALUE OF BUDGET VIREMENTS</b>		

This new table is included to show Members how budget virements will be presented in future. No virements are requested this quarter.

## SUMMARY STATEMENT OF EARMARKED RESERVES 2011/12

Ref		Balance B/F £'000	Transfers In £'000	Transfers Out £'000	Current Balance £'000
<b>EARMARKED RESERVES - GENERAL FUND</b>					
902460	Capital Financing Reserve - General Fund Projects	762			762
902487	Self Insurance Fund	750			750
902366	Asset Management Leisure	632			632
902477	Housing Enabling	599			599
902430	DLO Trading Account Reserve	569	101	(101)	569
902542	Housing & Planning Delivery Grant	474		(128)	346
902501	LABGI	423			423
902514	Local Plan Enquiry General Provisions	311			311
	Other smaller earmarked reserve accounts	2,339	100	(63)	2,376
		<b>6,858</b>	<b>201</b>	<b>(292)</b>	<b>6,767</b>
<b>EARMARKED RESERVES - HOUSING REVENUE ACCOUNT</b>					
902480	Capital Financing Reserve - HRA Projects	79			79
904210b	CCR DLO Transformation (HRA Resources)	113			113
902483	HRA Heating Reserve	390			390
					0
		<b>582</b>	<b>0</b>	<b>0</b>	<b>582</b>
<b>GRAND TOTAL</b>		<b>7,440</b>	<b>201</b>	<b>(292)</b>	<b>7,349</b>

## DEANE DLO TRADING ACCOUNT AND RESERVES SUMMARY

	<b>Expenditure Budget £'000</b>	<b>Income Budget</b>	<b>Net Budget £'000</b>	<b>Forecast £'000</b>	<b>Forecast Variance £'000</b>
<b>TRADING ACCOUNT PERFORMANCE 2011/12</b>					
Highways	662	(682)	(20)	(20)	0
Grounds	2,665	(2,707)	(42)	(42)	0
Building	4,041	(4,057)	(16)	(16)	0
Cleansing	777	(778)	(1)	(1)	0
Nursery	82	(110)	(28)	(28)	0
Transport	123	(117)	6	6	0
<b>DLO Net (Surplus) / Deficit</b>	<b>8,350</b>	<b>(8,451)</b>	<b>(101)</b>	<b>(101)</b>	<b>0</b>

## TRADING ACCOUNT RESERVES POSITION

Balance B/F		569	569
Transfer from 2011/12 Trading Account		101	101
Budgeted Transfer (to)/from General Fund		(101)	(101)
<b>Estimated Balance C/F</b>		<b>569</b>	<b>569</b>

## DEANE HELPLINE TRADING ACCOUNT AND RESERVES SUMMARY

	<b>Expenditure Budget £'000</b>	<b>Income Budget</b>	<b>Net Budget £'000</b>	<b>Forecast £'000</b>	<b>Forecast Variance £'000</b>
<b>TRADING ACCOUNT PERFORMANCE 2011/12</b>					
Telecare	0	0	0	107	107
Emergency Response	0	0	0	168	168
Control Centre	0	0	0	506	506
Other	980	(880)	100	(673)	(773)
<b>DLO Net (Surplus) / Deficit</b>	<b>980</b>	<b>(880)</b>	<b>100</b>	<b>107</b>	<b>7</b>

## TRADING ACCOUNT RESERVES POSITION

Balance B/F		0	0
Transfer from 2011/12 Trading Account		(100)	(107)
Budgeted Transfer (to)/from General Fund		100	100
<b>Estimated Balance C/F</b>		<b>0</b>	<b>(7)</b>



**ANNEX K**

**GENERAL FUND CAPITAL PROGRAMME SUMMARY**

Scheme/Portfolio	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Forecast Variance			
				Slippage £'000	Under/ Overspend £'000	Net Variance £'000	Variance %
<b>Corporate Resources</b>							
IT Improvements	60	70	35	35	0	35	-50%
ICT Infrastructure Maintenance	35	35	35	0	0	0	0%
Deane House Boiler	0	55	55	0	0	0	0%
Members IT Equipment	0	6	6	0	0	0	0%
<b>Total</b>	<b>95</b>	<b>166</b>	<b>131</b>	<b>35</b>	<b>0</b>	<b>35</b>	<b>0%</b>
<b>Economic Development, Asset Management, Arts and Tourism</b>							
DLO Vehicle Acquisitions	150	202	202	0	0	0	0%
HPDG Firepool Weir	0	10	10	0	0	0	0%
<b>Total</b>	<b>150</b>	<b>212</b>	<b>212</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Environmental Services</b>							
Mercury Abatement Works	235	1,296	1,296	0	0	0	0%
Crematorium Music System	14	4	4	0	0	0	0%
Crematorium Mower	15	15	15	0	0	0	0%
Taunton/Bridgwater Canal	10	10	10	0	0	0	0%
Waste Initiative	0	15	15	0	0	0	0%
<b>Total</b>	<b>274</b>	<b>1,340</b>	<b>1,340</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

<b>Planning Policy and Transportation</b>							
Town Centre Improvements	8	8	8	0	0	0	0%
Parking Strategy – Payment Equipment Replacement	0	1	1	0	0	0	0%
Payment Equipment Replacement – New Coinage	0	31	10	0	21	21	0%
<b>Total</b>	<b>8</b>	<b>40</b>	<b>19</b>	<b>0</b>	<b>21</b>	<b>21</b>	<b>53%</b>
<b>Sports Parks and Leisure</b>							
Play Equipment – Grants to Clubs	46	113	113	0	0	0	0%
Play Equipment – Grants to Parishes	20	20	20	0	0	0	0%
Play Equipment – Replacement Programme	20	20	20	0	0	0	0%
Wheelspark Hamilton Gault	0	26	26	0	0	0	0%
Play Area - Lyngford	0	27	27	0	0	0	0%
Play Area - Greenway	0	52	52	0	0	0	0%
<b>Total</b>	<b>86</b>	<b>258</b>	<b>258</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Housing</b>							
Disabled Facilities Grants – Private Sector	359	610	610	0	0	0	0%
Private Sector Renewal Grants	0	65	65	0	0	0	0%
Grants to RSL's	450	916	916	0	0	0	0%
<b>Total</b>	<b>809</b>	<b>1,591</b>	<b>1,591</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Total General Fund Capital Programme</b>	<b>1,422</b>	<b>3,607</b>	<b>3,551</b>	<b>35</b>	<b>21</b>	<b>56</b>	<b>1.6%</b>

## ANNEX L

### GENERAL FUND CAPITAL PROGRAMME FORECAST VARIANCES TO BUDGET 2011/12

#	Portfolio	Service / Heading	Forecast Outturn Variance				Explanation	Management Action
			Q1 £'000	Q2 £'000	Q3 £'000	TOTAL £'000		
1	Planning Policy and Transportation	Car Parking	21	0	0	21	This is due to the cost of replacing the car parking machines to accept the new coinage being introduced being less than the original bid which was the worst case scenario.	
2	Corporate Resources	IT Improvements	35	0	0	36	This is due to some of this budget for this project being needed to fund the Infrastructure Project in 2012/13.	This budget will need to be carried forward into 2012/13.
<b>GRAND TOTALS</b>			<b>56</b>	<b>0</b>	<b>0</b>	<b>56</b>		

## ANNEX M

## HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME SUMMARY

Scheme	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Forecast Variance			Variance %
				Slippage £'000	Under/ Overspend £'000	Net Variance £'000	
<b>HRA</b>							
Decent Homes	3,655	3,655	3,655	0	0	0	0%
Integrated Housing Management System	15	15	15	0	0	0	0%
Door Entry Systems	20	20	20	0	0	0	0%
Aids and Adaptations	200	200	200	0	0	0	0%
Soundproofing	20	20	20	0	0	0	0%
DDA Work	20	20	20	0	0	0	0%
Asbestos Works	20	20	20	0	0	0	0%
Community Alarm Systems	45	45	45	0	0	0	0%
Tenants Improvements	5	5	5	0	0	0	0%
Disabled Facilities Grants – HRA Stock	300	300	300	0	0	0	0%
<b>Total HRA Capital Programme</b>	<b>4,300</b>	<b>4,300</b>	<b>4,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

**ANNEX N****HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME FORECAST VARIANCES TO BUDGET 2011/12**

#	Portfolio	Service / Heading	Forecast Outturn Variance				Explanation	Management Action
			Q1 £'000	Q2 £'000	Q3 £'000	TOTAL £'000		
1	All	All	0	0	0	0	No reported Variances	None required
<b>GRAND TOTALS</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

# Taunton Deane Borough Council

## Executive - 14 September 2011

### Budget Review Project: High Level Principles

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

#### 1. Executive Summary

The Council's current Budget Strategy was approved by Full Council in October 2010. A further report was taken to Corporate Scrutiny on 21<sup>st</sup> July 2011 outlining the requirement to find 40% savings from the budget and a process and timetable to do so.

Financial Options Packs have now been made available to all councillors containing a wide range of options for increased income, service reductions and other financial savings.

The next key step in this process is for councillors to establish and agree some high level principles to set a 'framework' for assessing options from the financial options pack.

This report describes eight high level principles based on:

- Corporate Priorities
- Staff Terms and Conditions
- Staff Benefits
- Devolving assets and services
- Commerciality
- Fees and charges
- Capital Strategy
- Key partnerships

These were considered by Corporate Scrutiny on 18<sup>th</sup> August and feedback from this meeting has helped shape the principles presented in this report.

Further high level principles on the structure of CMT and future car park charges will be established as part of separate reports being considered by Scrutiny and the Executive.

The Executive are requested to approve the high level principles as written, or offer alternative suitable wording. The Executive are also requested to identify any additional high level principles, if required, that should be established as part of this process.

## **2. Background**

- 2.1 The Councils current budget strategy was approved by Full Council in October 2010. It described the need to set a four year balanced budget for the period 2012/13 to 2015/16 in light of unprecedented funding cuts and funding uncertainty for local government. The savings target over this period for TDBC based on our best financial projections was 40%. In essence this means that our overall budget to provide services to the public will be 40% less in 2015/16 than it is today.
- 2.2 A recent report taken to Corporate Scrutiny on 21<sup>st</sup> July 2011 re-confirmed the savings target, based on our latest financial data. It also outlined a process and timetable for Full Council sign-off of the 4 year savings plan by the end of the calendar year.
- 2.3 A 'financial options pack' containing a large range of options for increased income, service reductions and other financial savings have been made available to all councillors in late July.
- 2.4 A key stage in the budget strategy process is for councillors to establish and agree some high level principles. This will provide councillors with an agreed 'framework' for assessing options from the financial options pack and selecting proposals later in the process, for setting a balanced budget.

## **3 High Level Principles**

- 3.1 CMT reviewed the budget workstream reports and identified eight areas where high level principles should be established. These are listed as follows:
  - 3.1.1 Our Corporate Priorities – are they still fit for purpose?
  - 3.1.2 Terms and Conditions – Should we review national and local Terms and Conditions?
  - 3.1.3 Staff Benefits – Which staff benefits should be reviewed?
  - 3.1.4 Devolving responsibility – To what extent should we devolve services and responsibilities?
  - 3.1.5 Increasing Commerciality at TDBC – To what extent should the council compete and trade in direct competition with local businesses?
  - 3.1.6 Fees and Charges – To what extent should services increase fees and charges?

- 3.1.7 Capital Strategy – What should our approach be to Capital in the future?
- 3.1.8 Key Partnerships – What approach should we take to meeting savings targets with key partners? *This is shown in Confidential Appendix A, due to commercial confidentiality.*
- 3.1.9 High level principles on the future structure of the Corporate Management Team and of future car parking charges will be established as part of separate reports being considered by Scrutiny and the Executive.
- 3.2 Councillors are asked to consider whether there are further high level principles which should be established to help reach decisions on which budget options should progress into proposals.

#### 4 Proposed High Level Principles

<b>Description</b>	<p><b>4.1 TDBC Corporate Priorities</b></p> <p>The Council currently has four priorities described as TRAC:-</p> <ul style="list-style-type: none"> <li>- Tackling Deprivation and Sustainable Community Development</li> <li>- Regeneration</li> <li>- Affordable Housing</li> <li>- Climate Change</li> </ul> <p>The Corporate Priorities help the Council prioritise resources and work programmes and therefore have a revenue and capacity cost associated.</p> <p>Each Corporate Aim has a number of projects and actions associated with it to ensure that real progress is made.</p> <p>Progress is reported to Scrutiny quarterly as well as through specific projects.</p>
<b>Principle</b>	<p>The existing four corporate priorities remain relevant for Taunton Deane and should continue to be promoted and prioritised for delivery.</p>

<b>Description</b>	<p><b>4.2 Terms and Conditions</b></p> <p>The Council currently has terms and conditions based on the national terms and conditions as set out in the NJC for Local Authority Services as amended locally where applicable.</p>
<b>Principle</b>	<p>The Council should remain within the national terms and conditions for local authorities, however we should review with UNISON and staff those terms and conditions that fall within Part 3 of the NJC Agreement (locally negotiated terms and conditions)</p>



<b>Description</b>	<p><b>4.3 Staff Benefits</b></p> <p>The Council currently has a wide variety of staff benefits, many of which have been in place for a number of years. There is potential to review these to ensure they are still fit for purpose, operate consistently and fairly and are affordable</p>
<b>Principle</b>	<p>A review of staff benefits should focus initially on transport related benefits, tying in to our Climate Change objective. This will include lease cars and cash alternative, staff parking, car loans, cycle saver scheme and pool cars.</p> <p>Certain benefits that support health and safety or support to staff during change should not be reviewed. This includes the occupational health scheme, Carefirst and eyesight tests.</p> <p>Any review of the redundancy scheme should only take place after all phases of the Core Council Review have been completed.</p> <p>A review of the Childcare Subsidy should also take place due to impending changes in maternity leave legislation and also as the Council operates a Childcare Voucher Scheme</p>

<b>Description</b>	<p><b>4.4 Devolving Responsibility</b></p> <p>The Localism Bill encourages Councils to devolve responsibility for owning assets (“community right to buy”) and running services (“community right to challenge”) to interested community groups, the voluntary and community sector and parish councils.</p> <p>The Open Services White Paper has a founding doctrine that public sector organisations should be commissioners of services rather than providers and that we should decentralise power to the lowest level.</p>
<b>Principles</b>	<p>Further work is required to fully understand whether parish councils and other providers would be interested in running council services and what the impact on this would be to service users and the council’s budgets.</p>

<b>Description</b>	<p><b>4.5 Increasing Commerciality at TDBC</b></p> <p>Local authorities are able to charge for services on a cost recovery basis and carry out inter-authority trading. There is also potential for some TDBC services to increase their commercial activities. To fully realise this potential, the Council could take steps to trade on a commercial basis, which would involve setting up a separate trading company (as required by the Local Government Act 2003). Such a trading company would be operating in direct competition with other private businesses in the local economy.</p>
<b>Principle</b>	<p>The Council should operate on a more commercial basis where appropriate, without establishing a separate trading company at this time. The DLO should, at a minimum, charge for services on a cost recovery basis. The Council should also look at</p>

	opportunities for attracting advertising income. Longer term, the Council could explore setting up a separate trading company which would be able to compete on a fully commercial basis.
--	--

<b>Description</b>	<b>4.6 Fees and Charges</b> TDBC charge for a range of services. With some, we have the freedom to charge what we want; others are either set down by legislation or we can only charge what it costs to provide the service. Residents' surveys have indicated a preference towards increased use of fees and charges rather than Council Tax as a means for generating income and balancing the budget.
<b>Principle</b>	The Council should increase fees and charges to take account of inflation. Higher fees and charges should be set where benchmarking shows that it is reasonable to do so however we do not want to be amongst the highest chargers in the region.

<b>Description</b>	<b>4.7 Capital Strategy</b> A Capital Strategy is a council's high level approach to capital investment, ensuring it is in line with the Council's priorities and that it lays out rules against which capital schemes are evaluated and monitored.
<b>Principle</b>	The Council needs to be clear on its capital spending priorities and should aim to set a proportion of capital aside for investment into capital schemes that provide a revenue return.

## 5 UNISON Comments

- 5.1 Terms and Conditions: UNISON welcomes the view that the Council should remain within the national framework of Terms and Conditions of employment, and that Taunton Deane should continue to be regarded as a responsible employer.
- 5.2 Staff Benefits: As the recognised trade union, UNISON will expect any proposed changes to staff benefits to be considered through the Unison Change Forum and other appropriate forms of consultation.
- 5.3 Devolving Responsibility: UNISON believes that public services, directly delivered by elected local councils, are the best way to meet the needs of the community. In the event that financial pressures compel the Council to consider other means of delivery, we would seek to ensure that there is no adverse impact on staff arising from any decision to devolve responsibility.

- 5.4 Fees and Charges: Given the financial difficulties facing the Council, it would be unreasonable not to ensure that fees and charges at least keep pace with inflation (or the actual cost of providing a service where this is higher) and, where charges are currently lower, they are brought into line with those being set by comparable local authorities elsewhere.
- 5.5 Capital Strategy: The Council will need to invest sufficiently in infrastructure to deliver the level of growth set out in its Core Strategy, in order to maximise income from the Government's New Homes Bonus and to bring in receipts through the proposed Community Infrastructure Levy (CIL).
- 5.6 Key partnerships: The reduction in Council staff since 2008 undermines the argument that employment in local government has been allowed to increase excessively. Moreover, in five out of the last seven years, local council staff have had below-inflation pay awards (i.e. cuts in real terms) and in 2010-11 and 2011-12, no pay increase at all.
- 5.7 Other Points: In the past, the Council has chosen to make cuts in the resources allocated to statutory functions whilst maintaining spending on optional activities. It is suggested that this is no longer tenable when budget reductions of 40% are being expected from statutory services which are already operating at minimal staffing levels.

## **6 Finance Comments**

- 6.1 The Finance Department has been working closely with managers on this project and will continue to do so as the project progresses and more detailed financial modeling is required. The success of this project is key to addressing the budget gap as highlighted in the Medium Term Financial Plan.

## **7 Legal Comments**

- 7.1 There are no legal implications other than those already set out in the specific sections of the report.

## **8 Links to Corporate Aims**

- 8.1 The High Level Principles report seeks to clarify whether the Corporate Aims are still legitimate or need to be changed in light of the funding challenge we face.

## **9 Environmental and Community Safety Implications**

- 9.1 There have been no environmental implications identified. Community Safety implications would need to be assessed once more detail is known.

## **10 Equalities**

- 10.1 Work would be required to ensure that any changes to staff terms and conditions or staff benefits were equitable and did not have equalities implications.

## **11 Risk Management**

- 11.1 The Budget Review Strategy has a risk register in place that is regularly reviewed. The final proposals will clearly set out any risks associated with them. A potential additional risk that would need to be managed is around the Council's Health and Safety responsibilities for devolved services.

## **12 Partnership Implications**

- 12.1 Any decisions on terms and conditions and staff benefits will impact on all TDBC staff including staff seconded to Southwest One and other partnerships.
- 12.2 The budget review project will require significant resource requirements from Southwest One, especially in the Finance and HR areas and this has been put in place.

## **13 Recommendations**

- 13.1 The Executive are requested to approve the high level principles as written, or offer alternative suitable wording.
- 13.2 The Executive are also requested to identify any additional high level principles, if required, that should be established as part of this process.

### **Contact:**

Simon Lewis

Strategy Manager

01823 356397

[s.lewis@tauntondeane.gov.uk](mailto:s.lewis@tauntondeane.gov.uk)

**07/12/2011, Report:Housing Revenue Account 30 year Business Plan**

Reporting Officers:Stephen Boland

**07/12/2011, Report:Quarter 2 Performance Report**

Reporting Officers:Dan Webb

**07/12/2011, Report:2012/2013 Budget Gap Update and Budget Savings Plan**

Reporting Officers:Simon Lewis

**07/12/2011, Report:Voluntary and Community Sector Grant Fund Review**

Reporting Officers:Lisa Redston

**07/12/2011, Report:Council Tax Base 2012/2013**

Reporting Officers:Paul Fitzgerald

**07/12/2011, Report:Fees and Charges 2012/2013**

Reporting Officers:Maggie Hammond

**07/12/2011, Report:Capital Strategy**

Reporting Officers:Maggie Hammond

**07/12/2011, Report:Review of Earmarked Reserves**

Reporting Officers:Maggie Hammond

**07/12/2011, Report:Refresh of the Corporate Strategy**

Reporting Officers:Penny James

**07/12/2011, Report:Reuse of the public conveniences in Goodland Gardens, Taunton**

Reporting Officers:John Sumner

**09/02/2012, Report:Proposed Passivhaus Development**

Reporting Officers:Lesley Webb

**09/02/2012, Report:Housing Revenue 30 year Business Plan**

Reporting Officers:Stephen Boland

**09/02/2012, Report:Capital Programme 2012/2013 to 2016/2017**

Reporting Officers:Paul Fitzgerald

**09/02/2012, Report:General Fund Revenue Estimates 2012/2013**

Reporting Officers:Paul Fitzgerald

**09/02/2012, Report:Housing Revenue Account Estimates 2012/2013**

Reporting Officers:Paul Fitzgerald

**09/02/2012, Report:Council Tax Setting 2012/2013**

Reporting Officers:Paul Fitzgerald

**09/02/2012, Report:Disposal of Land to Registered Providers Task and Finish Review**

Reporting Officers:Richard Bryant

**09/02/2012, Report:Theme 5 Restructure - Legal and Democratic Services**

Reporting Officers:Tonya Meers

**09/02/2012, Report:Housing and Community Development Restructure Proposals**

Reporting Officers:James Barra

**09/02/2012, Report:Taunton Town Centre Business Improvement District Ballot**

Reporting Officers:David Evans

**14/03/2012, Report:Quarter 3 Performance Report**

Reporting Officers:Dan Webb

**14/03/2012, Report:Potential Development Site, Taunton**

Reporting Officers:John Sumner

**14/03/2012, Report:Treasury Management Strategy Statement**

Reporting Officers:Maggie Hammond

**14/03/2012, Report:Affordable Rent Policy**

Reporting Officers:Martin Daly

**11/04/2012, Report:Confidential Item**

Reporting Officers:James Barra

**11/04/2012, Report:Corporate Strategy 2012-2016**

Reporting Officers:Mark Leeman