

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 12 June 2013 at 18:15.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Executive held on 15 May 2013 (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 Corporate Performance Monitoring – Quarter 4 / Outturn 2012/2013. Report of the Performance Lead Officer (attached).

Reporting Officer: Dan Webb

- 6 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.

- 7 Priory Way, Taunton site options and possible relocation of Deane DLO operations. Joint Report of the Community and Commercial Services Manager and the Regeneration Delivery Manager (attached). Paragraph 3 - Information relating to Financial and Business Affairs.

Reporting Officers: Ian Franklin
Chris Hall

- 8 Sale and acquisition of freehold interest in land at Lisieux Way, Taunton. Report of the Growth and Regeneration Manager (attached).

Reporting Officer: Ian Franklin

Tonya Meers
Legal and Democratic Services Manager

04 June 2013

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

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

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

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

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

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

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

Full Council, Executive, Committees and Task and Finish Review agendas, reports and minutes are available on our website: www.tauntondeane.gov.uk



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



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

For further information about the meeting, please contact the Corporate Support Unit on 01823 356414 or email r.bryant@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 – 15 May 2013

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

Officers: Penny James (Chief Executive), Shirlene Adam (Strategic Director), Joy Wishlade (Strategic Director), Alison North (Community Leisure Manager), Paul Fitzgerald (Financial Services Manager, Southwest One), Chris Hall (Theme Manager Community and Commercial Services), Sue Tomlinson (Project Manager), Tonya Meers (Legal and Democratic Services Manager) and Richard Bryant (Democratic Services Manager and Corporate Support Lead)

Also present: Councillors Mrs Allgrove, Mrs Baker, Beaven, Bishop, Bowrah, Coles, Denington, Farbahi, Mrs Gaden, Gaines, Hall, C Hill, Mrs Hill, Horsley, Hunt, Miss James, R Lees, Mrs Lees, Ms Lisgo, Meikle, Morrell, Nottrodt, Ms Palmer, Prior-Sankey, D Reed, Mrs Reed, Ross, Gill Slattery, T Slattery, Mrs Smith, P Smith, Watson, A Wedderkopp and D Wedderkopp

(The meeting commenced at 6.15 pm.)

24. Apology

Councillor Mrs Adkins.

25. Minutes

The minutes of the meeting of the Executive held on 13 March 2013, copies of which had been circulated, were taken as read and were signed.

26. Public Question Time

Councillor Prior-Sankey reported that Somerset County Council had allocated only £28,000 for Highways Grass Cutting in Taunton Deane during the current financial year. This would result in only two cuts of the highway verges and some additional safety cutting compared to the five cuts which had been funded by the County Council last year.

The impact of this reduction in finance was already apparent with long grass alongside many of the main routes in Taunton Deane and a great deal of public criticism.

Councillor Prior-Sankey was aware of some Parish Councils already seeking to augment the situation by funding some additional local grass cutting and asked whether consideration could urgently be given to some funding being released from the Unparished Area Fund to meet the cost of two further cuts in Taunton. This was likely to be in the region of £20,000.

In response, both the Chairman and the Portfolio-Holder, Councillor Mrs Herbert, expressed their disappointment at the amount of money the County Council had allocated for grass cutting and confirmed that they were looking at options to provide additional funding for this purpose.

27. **Proposal to build a Swimming Pool at Blackbrook Pavilion Sports Centre, Blackbrook Way, Taunton**

Reference Minute Nos. 37 and 68/2012, considered report previously circulated, which detailed work which had been undertaken with Tone Leisure since September last year in relation to the options for future swimming pool provision in Taunton.

The Project Team had been working on the following project objectives:-

- To produce a detailed Business Case for the provision of a new Swimming Pool Facility at the agreed site of Blackbrook with the decommissioning of St James Street Pool - Including how this could be funded and procured;
- A suitable renovation of Station Road Pool to increase the life of the facility by 15–20 years; and
- Optimisation of swimming activities for the community now and in the future

To support the detailed Business Case, external expertise had been commissioned by Taunton Deane, an executive summary of which was included with the report.

Reported that as far as the Station Road Pool was concerned, an application to Sport England had resulted in £497,802 being awarded to the Council last month towards the refurbishment of the pool. Added to the £770,000 from unallocated capital receipts the Council had allocated to the project, the scope of the refurbishment would consist of:-

- Pool Side;
- Changing Facilities;
- Reception; and
- Pool Plant Equipment.

Work had already begun on the detailed design and procurement with an anticipated start time of October/November 2013. Councillors would be updated on the project as it progressed.

Noted that one of the criteria that the application to Sport England had to meet was an increase in participation figures. This had included the whole pools project scheme of the closure of St James Street and the opening of a new pool.

If the new swimming pool was not proceeded with then swimming participation figures would be lower than those currently. Sport England had indicated that they would need to work closely with the Council to manage this and, there was a small risk that Sport England might claim some of its funding back.

St James Street was an Edwardian Pool reaching the end of its life as an adequate Swimming Pool provision. In order for the pool to remain operational and meet modern day standards a significant amount of spend would be required to rebuild the pool/building. Full details of the work which would be required was submitted. In economic terms this would not make sense.

Now that the detailed Business Case work had been completed there were three

questions for the Executive to consider:-

- Based on the findings, did the Council wish to proceed with the build of a new swimming pool?
- Did the Council wish to support the Business Case with an extra income generating activity of a Spa?
- Was the chosen option affordable and would the Council agree to the finance option?

The production of the Business Case had been a detailed and complex process and had been modelled on four options to provide a detailed evaluation. These were taken from a list which included no investment in Station Road for refurbishment and the closure of St James Street with no future plan. It had been concluded that, through the work of the Task and Finish Group and previous research, doing nothing was not an option for either of these pools.

The four options modelled are as follows:-

| | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4a | Closure of St James Street Pool leaving Station Road Pool (including the £1,270,000 refurbishment) and no new pool at the Blackbrook site. |
| 4b | Closure of St James Street Pool leaving Station Road Pool (including the £1,270,000 refurbishment) and a boom to create a teaching pool (additional cost £200,000) to be included and no new pool at the Blackbrook site. |
| 5 | Closure of St James Street Pool leaving Station Road Pool (including the £1,270,000 refurbishment) and a new pool at Blackbrook site. |
| 6 | Closure of St James Street Pool leaving Station Road Pool (including the £1,270,000 refurbishment) and a new pool and Spa facility at the Blackbrook site. |

These options had been modelled covering capital costs, operating income and expenditure, building life cycle costs and the potential loss of income claims for Station Road and St James Street.

The costed design for a potential pool would provide a facility that met modern day standards operationally and would provide a greatly enhanced customer experience.

The capital cost for this was estimated at £4,400,000. For information, Sport England's data base of nationwide schemes provided a figure of £4,700,000 capital cost for a pool and learner pool of this size.

If Councillors wished to proceed with a new pool facility there was an opportunity to support the Business Case further with an income generating facility - a Spa. The total Capital Cost including a Spa was estimated at £5,400,000.

The current proposal would not increase the amount of available water space. If a new Pool was not built and St James Street was decommissioned this would leave the Council with one pool to service the community. Presently St James Street Pool

accommodated all of the swimming lessons and club sessions. If these had to be transferred to Station Road Pool then there would be a significant impact on the available public swimming for members of the public.

Further reported that the design of a new swimming pool at Blackbrook would provide the following facility:-

- 25m x 6 lane swimming pool;
- 25 pool side spectator seats;
- 8 x 12m learner pool;
- Changing village;
- Viewing area;
- Café/kitchen;
- Receptions and entrance arrangement;
- Building plant;
- Office accommodation;
- Storage;
- First Aid room;
- WC accommodation; and
- Parking – 57 spaces and 7 blue badge holder spaces.

The Project Team had commissioned independent research of current users and the wider community to gauge attitudes towards a Spa proposal. The key findings could be summarised as follows:-

Non user/Community

- Blackbrook Pavilion was the leisure facility with the widest awareness in the community;
- 47% would very likely use a Spa; and
- Most popular choices of Spa facilities people would like to see were heat treatment, steam rooms, hydro therapy pool and treatment rooms.

Existing Users

- 46% would very likely use a Spa;
- 56% would definitely use a Spa at Blackbrook; and
- Most popular choices of Spa facilities people would like to see were heat treatment, steam rooms, hydro therapy pool and treatment rooms

A range of funding mechanisms had been considered by the Project Team, including potential access to external finance through delivery by a developer, through to a more traditional use of the Council's own capital resources and prudential borrowing.

The funding options were closely linked to the Procurement Strategy and the Business Case had therefore been prepared on the basis of using a combination of revenue resources (Earmarked Reserves and General Reserves), capital receipts, and prudential borrowing.

Reported that it has previously been envisaged that Tone Leisure would be able to procure any contracts if this project was given the go ahead. However what had become clear was that the Council would be underwriting the contracts and therefore

the Council would be inextricably linked to the procurement of any new facility. In these circumstances the Council, rather than Tone Leisure, would have to manage the procurement of the contracts.

The Executive went on to consider the lease and funding arrangements for both the Blackbrook Pavilion and the St James Street Pool and what the likely future service provision would comprise.

Noted that contact had been made with the solicitors acting for the Hawkins Family Trust to explore the release of some more land to the Council should it be required to enable the new swimming pool to be constructed. The solicitor had confirmed that the family would be agreeable, subject to suitable recompense.

The key financial implications of the project were sent out in detail in the report and covered the following:-

- (a) Capital Expenditure and Funding Sources;
- (b) Other Capital Considerations;
- (c) Revenue Implications and Affordability;
- (d) Impact on Funding for Leisure Operator; and
- (e) Leisure Asset Maintenance Costs.

Further reported that the Business Case had assumed that the Council would be able to recover the Value Added Tax (VAT) costs on the capital investment. This was based on the lease of the buildings to the operator at a peppercorn rate with no consideration value (cash or non-cash) received in return.

However, consideration had also been given to the potential risks around VAT partial exemption, and specialist advice had very recently been obtained in respect of the lease of the Blackbrook Pavilion Sports Centre and the potential new pool / spa.

The advice had concluded that there were potential VAT risks that could be material to the affordability of the project, and it had been recommended that a submission to Her Majesty's Revenues and Customs should be developed confirming the Council's assessment of the nature of the transactions.

Dependant on if the decision was made to proceed to the next stage the following steps and funding would be required.

This was a major capital project for the Council and as such would require adequate resource in terms of capacity and skill level to ensure it was delivered safely. It was proposed that a Project Team working in partnership with Tone Leisure should be formed and that external expertise was procured when required.

The first stage of the project would be to prepare to procure. It was proposed that external expertise from Leisure Consultants was utilised to support the Council as follows:-

- (a) Preparation of options and proposals to develop a clear brief to prepare a detailed design;
- (b) Support the Council in the establishment of a Project Team overseeing the procurement and contract works; and
- (c) The consultants would be expected to work alongside the Council and Tone Leisure complementing capacity and capability that the team would be able to bring to the project.

The proposed resources for the next stages of the project were as follows:-

| Role | Who | Cost (Est) £ |
|----------------------------|------------------------------------------------------------|-------------------------|
| TDBC Lead | Alison North, Community Leisure Manager | |
| Finance | Paul Fitzgerald, SWOne Finance | |
| Procurement | SWOne Procurement | |
| Legal | External expertise, Leonie Cowen and VAT Advice from LAVAT | 100,000 |
| Operator Lead | Tone Leisure | |
| Leisure Procurement Advice | External Leisure consultancy expertise | 50,000 |
| Contingency | | 50,000 |
| TOTAL | | 200,000 |

It was recommended that this was funded from the Leisure Asset Maintenance earmarked reserve.

When this issue was considered by the Corporate Scrutiny Committee at its meeting on 25 April 2013, the Committee's recommendations were that:-

- All were in favour of the proposal to build a new swimming pool at Blackbrook;
- Members were against the proposal of building a Spa; and
- £200,000 should be taken from the Leisure Asset Maintenance Reserve to pay for the 'next steps' set out in the table above.

During the discussion of this topic, the Executive took the view that the replacement of the pool at St James Street was essential and that the construction of a new swimming pool at the Blackbrook Pavilion Sports Centre should be supported. The Executive was also of the view that the opportunity should be taken to provide a Spa facility in conjunction with the new pool which was likely to prove very popular and would provide a further income generating facility.

Resolved that Full Council be recommended that:-

- (1) Option 5 - Closure of St James Street Pool to leave the Station Road Pool (including the £1,270,000 refurbishment) and the provision of a new pool at the Blackbrook Pavilion Sports Centre, Blackbrook Way, Taunton, be supported;

- (2) A Spa facility be also provided in conjunction with the new swimming pool;
- (3) A Supplementary Estimate of £4,370,000 (£5,353,000 if the Spa facility was also approved) be approved in the General Fund Capital Programme, for the capital costs involved, with related approval to allocate £1,500,000 from the Growth and Regeneration Reserve and £1,500,000 from General Reserves towards the funding of the capital costs, with the balance to be funded through borrowing;
- (4) £200,000 from the Leisure Asset Maintenance Reserve be approved to take the project forward to the next stage; and
- (5) Officers be requested to prepare a submission to Her Majesty's Revenues and Customs (HMRC) to confirm the VAT position of the project. In the event that estimated costs of the project were increased as a result of advice from HMRC, the Business Case be updated and resubmitted to Members for consideration, prior to commencement of any procurement for capital works.

28. **Executive Forward Plan**

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

Resolved that the Forward Plan be noted.

(The meeting ended at 7.43 pm.)

Taunton Deane Borough Council

Executive – 12 June 2013

Corporate Performance Monitoring – Quarter 4 / Outturn 2012/2013

Report of the Performance Lead Officer

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

IMPORTANT – PLEASE NOTE:

In order for this performance information to be debated in the most efficient manner at the Executive committee, we would encourage Members who have queries with any aspect of the report to contact the appropriate officer(s) named (at the end of the report) before the meeting so that information can be collated in advance or relevant officers can be invited to the meeting.

1. Executive Summary

This report outlines the final performance data of the Council for the 2012/13 year.

The detailed 2012/13 financial outturn data is to be submitted in a separate report in June.

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

Analysis of the overall performance of the Council reveals that 66% of all performance measures are on target (ie Green alert).




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

- 2.1 The TDBC Scorecard at **Appendix A** contains full details of Quarter 4 performance, however section 4 (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 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 | |

2.3 A summary / overview of the Quarter 4 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 | 18 | 13 (72%) | 3 (17%) | 2 (11%) | | ↔ |
| 2) Service Delivery | 15 | 9 (60%) | 3 (20%) | 3 (20%) | | ↓ |
| 3) Managing Finances | 7 | 5 (71%) | 1 (14%) | 1 (14%) | | N/A - awaiting year-end £ |
| 4) Key Projects | 7 | 5 (71%) | 2 (29%) | | | ↓ |
| 5) Key Partnerships | 8 | 4 (50%) | 3 (38%) | 1 (12%) | | ↔ |
| 6) People | 6 | 4 (67%) | 1 (17%) | 1 (17%) | | ↑ |
| 7) Corporate Management | 10 | 7 (70%) | 3 (30%) | | | ↑ |
| TOTALS | 71 | 47 (66%) | 16 (23%) | 8 (11%) | | ↔ |

KEY:

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

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

↔ = No change

3. Comments from Scrutiny

This report was considered by the Corporate Scrutiny Committee on 23 May 2013. During the discussion of this item, Members made the following comments:-

- A request for the Scrutiny committee to have early sight of proposed changes to the refreshed corporate scorecard for 2013/14 (ie new measures and content). Importance was placed on retaining performance measures that have a direct impact on the public (for example, Food Safety)
- Cllr Farbahi requested further detail behind a number of bullet points in the Economic Development section (ref 1.2 Regeneration) – these have subsequently been provided by the Economic Development Manager and sent to Cllr Farbahi
- Staff sickness levels (ref 6.1) – concerns were expressed and further details requested. *(update as at 29/5/13 - the Retained HR Manager is due to discuss the matter with the Chief Executive Officer – one possible outcome is to recommend setting up a Task & Finish group to enable further scrutiny of this issue)*

- Please note – subsequent to the report being presented at Scrutiny, the outturn data for Co2 reduction has been finalised (ref 1.4 - Climate Change, Objective 8). This is now included in the scorecard.

4. Finance Comments

The 2012/13 Budget Outturn report will follow as a separate report at June's Corporate Scrutiny committee meeting.

5. Legal Comments

There are no legal implications in this report.

6. Links to Corporate Aims

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

7. 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).

8. Equalities Impact

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

9. Risk Management

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

10. Partnership Implications

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

11. Recommendations

It is recommended that the Executive Committee review the Council's performance as at the end of Quarter 4, taking corrective action or requesting further information from Theme Managers where necessary.

Contacts:

Dan Webb





Performance Lead Officer

d.webb@tauntondeane.gov.uk






01823 356441


1. CORPORATE STRATEGY AIMS

Tackling Deprivation & Sustainable Community Development (Aim 1)





| Ref | OBJECTIVES | MEASURES | ALERT | ISSUES (current & future) and IMPACTS |
|-----|-----------------------------------------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1 | Objective 1 Focus on Taunton East, North Taunton & Rural Deprivation | Index of Multiple Deprivation (IMD) score | <i>For Info only</i> | IMD data is only published every 3 years - the latest IMD data for 2010 highlights that levels of deprivation within Taunton Deane are worsening (especially North Taunton & Taunton East). Our focus is on the delivery of the 'Priority Areas Strategy' (PAS) programme – see below. |
| | | Actions – Progress against key activities |  Amber | Projects within the PAS are grouped in to 4 priorities. The latest 'PAS project performance scorecard' was presented to the TDP Board in Feb 2013. The following RAG status was agreed: <ul style="list-style-type: none"> Priority 1) Encourage strong, informed & active communities = Amber 😐 Uncertainty of continued partnership funding for the Link and Resource Centres. This has now been resolved for 2013/14 (see Objective 3 below). There is also a need to recruit more volunteers (Halcon) to support Community Activity Days. <ul style="list-style-type: none"> Priority 2) Improve access to services, information & advice = Amber 😐 Uncertainty regarding the progress of some projects; the difficult local & national economic conditions ref rationalization of public assets, and staff / volunteer turnover within 'advice hubs' making continuity of service provision difficult in some circumstances, and delays to the recruitment of Village Agents <ul style="list-style-type: none"> Priority 3) Improve the lives of our most vulnerable households: Amber 😐 Lack of progress with 'family attachment' within the Troubled Families programme. <ul style="list-style-type: none"> Priority 4) Improve the look and feel of the local area = Green 😊 The TDP now need to understand whether the projects are delivering against the overall aims of the PAS. An appropriate assessment regime is to be developed – this will be considered at the next TDP Board meeting – April 2013. Tackling Rural Deprivation is now to be progressed by the TDP 'Community Planning Working Group'. A series of projects will be developed for inclusion within the PAS. The TDP and PAS was subject to scrutiny by Community Scrutiny on 30 th April 2013. |
| | Objective 2 'One-Stop' advice on skills, employment & training | Actions – Progress against key activities | |  Green |
| | | Number of people supported / back to work |  Green | Directly assisted 52 job seekers to find employment during Apr 2012 to Mar 2013. Target of 48 (4 per month). |
| | Objective 3 Secure medium term future of N. Taunton & Link Partnerships | Funding & delivery against Service Level Agreement (SLA) |  Amber | We have recently negotiated the following: North Taunton Partnership: 3 year SLA from 2013/14 to 2015/16 Link Partnership: 1 year SLA (still be agreed) for 2013/14 Funding for 2013/14 is secure, but is performance related. TDP core funding contribution beyond 2013/14 is not secure and needs to be resolved. |

Regeneration (Aim 2)





| Ref | OBJECTIVES | MEASURES | ALERT | ISSUES (current & future) and IMPACTS |
|-----|------------------------------------------------------------------------------------|------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.2 | Objective 4 Facilitate the creation of a leading Green Knowledge economy | Actions – Progress against key activities |  Green | <ul style="list-style-type: none"> Local Investment Fund designed and launched in December 2012 to support businesses creating new jobs. Currently liaising with 3 companies, proposing 180 jobs. Award of 16 New Business grants during 2012/13, totaling £15,810. 5 Rural business grants were awarded, totaling £8155. An end of year summary of all grants awarded will be circulated to Members for information before end April. New inward investment marketing & fulfillment programme launched in Nov 12. Promotional campaign, called Taunton Means Business, strengthened through appointment of media agency (A Head for PR) to raise awareness of website. Video produced featuring 5 local businesses to encourage investors to move to Taunton Deane. The video is currently being played on Volo TV on all Great Western Trains travelling to South Wales and the South West. South West Business Insider breakfast event held in County Ground, Taunton in March. Attended by 75 businesses. Sponsored by TDBC (Econ Dev). Wellington Business Fair held in February in partnership with the Wellington Business Association. Attended by approximately 80 businesses and local organizations. Engagement with the Hinkley supply forum on-going to encourage Taunton Deane businesses to benefit from Hinkley supply opportunities Working closely with the Taunton Town Centre Company to restructure the governance of the company. New Board of Directors appointed in April 2013. Taunton Town Team set up in February 2013, led by Taunton Town Centre Co, with businesses plus officer and Member input. The Team addresses marketing of the town centre to retailers, and the barriers to town centre prosperity. Funding bid submitted by Taunton Events Group for summer events programme in Taunton. Progressed the appointment of a consultant to advise The Council on the future options for the Brewhouse Theatre. |
| | | Businesses benefiting from Ec Dev funded events & services |  Green | During 2012/13 approx 200 businesses have been supported since April. The target is to benefit approx 100 businesses during the year |
| | Objective 5 Facilitate Housing growth | Actions – Progress against key activities |  Green | The Core Strategy has now been adopted and forms part of the statutory development plan |
| | | Net additional homes provided |  Red | The target for 2012/13 = 700 dwellings Projection of c530 completions for reporting year April – March reflects lack of confidence in the market. (Data is only available annually – final data expected end of June). |
| | | Supply of ready to develop housing sites |  Green | Target = 5 year supply 2012 SHLAA reports 5 year supply of 5.57 years. Recent appeals reached inconsistent conclusions based on the same evidence – one found 5 yr supply, one did not. The Council continues to maintain that it has a 5 yr supply |

| | | | | |
|--|-------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Objective 6 Deliver Infrastructure | Actions – Progress against key activities |  Green | The Council is in the process of developing a Community Infrastructure Levy (CIL). The CIL charging schedule was published for public representation in Feb/March. Officers intend to submit the schedule for Examination in May with a view to implementation in autumn 2013. The Council is also looking to review its Infrastructure Delivery Plan. |
|--|-------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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 | Because of the slippage detailed below it puts the target in a stronger position for next year. | |
| | | Target of 200 affordable homes delivered |  Red | 154 affordable homes completed 01.04.12 – 31.03.13 of which 11% were delivered in rural parishes meeting local housing need. The shortfall is owing to several schemes slipping into 2013/14 completions due to development issues on site and bad weather experienced Dec12/Jan13. This figure is subject to change when final figures are released by the HCA in July. | |
| | | % of non-decent council homes |  Green | 0.08% were non decent as at end Dec 2012 Target = max 0.5% (25 properties) | |
| | | Somerset West Private Sector Housing Partnership Objective: Better standards and interventions in the private sector stock, by improving housing conditions |  Green | Measure | Quarter 4 - cumulative performance 2012/13 |
| | | | | Energy efficiency measures | 2012/13 outturn = 450 (Target 220) – Figures improved through inclusion of Accredited properties, push to increase take up of Warm Streets. Result same as last year. |
| | | | | No of private sector homes improved to Decent Homes | 2012/13 outturn = 722 (Target 10) – Exceeded target. Figures now include properties made decent as a result of energy efficiency measures, Warm Streets/Warm Front. Up by 10 |
| | | | | No of empty properties brought back into use | 2012/13 outturn = 230 (Target 55) – Requested to include empties brought back into use through intervention by the partnership (55) and Council Tax return (175) Improved by 35 on last year. |
| No of statutory Disabled Facilities Grants approved & implemented | Total = 159 (69 Approved + 90 Implemented) Down by 3 on last year. Minor Works Approved = 427 + Minor Works implemented = 414 | | | | |
| No of statutory housing standards interventions (enforcement activities) | 2012/13 outturn = 268 (Target 150) – additional 118 interventions brought through Accreditation scheme and Housing Options complaints + 20% on last year | | | | |






Climate Change (Aim 4)

| Ref | OBJECTIVES | MEASURES | ALERT | ISSUES (current & future) and IMPACTS |
|-----|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.4 | Objective 8 Meet TDBC's & partner organisations' internal climate change commitments | Actions – Produce and implement Carbon Management Plan (CMP) |  Green | <p>TDBC will install 50kW of solar PV on the roof of the Indoor Tennis Centre at Blackbrook Pavilion. The installation will cost approximately £75,000 and create a return of around £8,200 per year. The net-income over the 25 year lifespan of the installation will be in the region of £175,000, giving the Council a profit of around £100,000 after project costs have been recouped. The estimated carbon savings from the installation are 24 tonnes of CO2 per year.</p> <p>The Council and Tone Leisure stopped their cooperation with Schneider Ltd after the final business case presented by the company for improving energy efficiency of Blackbrook Pavilion, Wellsprings Leisure Centre and Wellington Sports Centre was found unviable. Officers from TDBC and Tone will instead implement the two main projects identified by Schneider themselves: Tone will seek to implement improvements of the lighting on the three sites. TDBC will replace the broken BMS system at Wellington SC.</p> <p>2012/13 CMP to be closed down at next Carbon Management Steering Group meeting in June. A new CMP for 2013/14 to be drafted for the meeting and to be completed by the end of June 2013.</p> |
| | | 3% reduction in CO2 by Mar 13 |  Amber | <p>Carbon savings in 2012/13 = -2% (TDBC sites: -2.3% / Tone Leisure sites: -1%) NB – the total reduction since 2006/07 (6 years) is -12.5%</p> <p>Report to be presented to the Carbon Management Steering Group in June 2013.</p> |
| | Objective 9 Work with communities to reduce carbon emissions across the Deane | Actions – Progress against key activities |  Green | Taunton Deane Partnership has agreed the setting up of working groups to coordinate the development of a Carbon Management & Local Resilience Strategy for Taunton Deane. Scoping workshops with community stakeholders were held in January & July 2012. All Stakeholders reconvened in March 2013. Production of strategy is now at an advanced stage. Strategy to be adopted in Aug 2013. |
| | | Per capita CO2 emissions in TD area |  Green | Latest data published in Sept 12 showed a 9% reduction from 2005 to 2010 in Taunton Deane. At 5.9 tonnes per head, Taunton Deane is 8% better than the South West average, and 11% better than the UK average. |





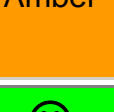

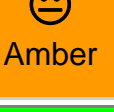

2. SERVICE DELIVERY

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


| Ref | OBJECTIVES | MEASURES | ALERT | ISSUES (current & future) and IMPACTS | | | |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.1 | <p>Ensuring development proposals are dealt with positively, with an emphasis on quality outcomes</p> <p>Delivering the Development Management Service aims</p> | <p>Planning Applications Speed of Processing</p> |  Amber | <p>Type</p> | <p>Outturn</p> | <p>Targets</p> | <p>Comments</p> |
| | | | | a) Large-scale major | 50% | 65% | Over the year 2012/13, 16 large scale major applications were determined of which 8 took longer than 13 weeks. Q4 saw a total of 7 large scale major applications determined of which 5 took longer than 13 weeks. |
| | | | | b) Small-scale major | 66.7% | 65% | Over the year, 27 small scale major applications were determined of which 9 took longer than 13 weeks. Although the target for Q4 was missed (50%), the overall target of 65% of small scale major applications was met. |
| | | | | c) Minor | 78.9% | 75% | Both the Q4 and annual 2012/13 targets for the determination of minor applications were met of. Q4 performance was 77% of minor applications determined within 8 weeks. A total of 315 minor applications were determined throughout the year. |
| | | d) Other | 88.6% | 85% | Both the Q4 and annual 2012/13 targets for the determination of other applications were met. Q4 performance was 86% of minor applications determined within 8 weeks. A total of 724 other applications were determined throughout the year. | | |
| | | % of appeals allowed against the authority's decision |  Red | <p>Outturn = 36% (target max 25%) 14 appeals determined with 5 allowed and 9 dismissed.</p> <p>These figures do not include Enforcement appeals where 9 appeals were determined and all of them were dismissed.</p> <p>(NB – last year 2011/12 = 22 appeals)</p> | | | |

| Ref | OBJECTIVES | MEASURES | ALERT | ISSUES (current & future) and IMPACTS |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.2 | Safeguarding the health, safety & welfare of everyone in the Borough Delivering the aims of the Environmental Health Service | Satisfaction with EH regulatory services |  Green | Outturn 2012/13 = 98% (target = 75%) On target – telephone survey to establish satisfaction rates post inspection. |
| | | Food Safety compliance |  Green | Outturn 2012/13 = 89% (target = 80%) (959 broadly compliant out of 1075) This shows a good level of compliance within the food business sector and is a reflection of the 'public' nature of the food scores. This is a good indicator of compliance and means the public can feel confident about food safety in Taunton Deane. |
| | | Food Inspection |  Red | Outturn 2012/13 = 84% (293 done /349 due) (Target = 100%) Although this is below target, all of the highest risk premises (A and B) were completed and the C rated premises will be completed in 2013/14. A remedial programme is under way to catch up on this area and those below. Qtr 3 was 55% (196/358), therefore 97 inspections completed in Qtr 4. |
| | | Environmental Protection Team reactive tasks |  Green | Outturn 2012/13 = 92% (1141 /1234) total of service requests responded to in target time This is a good reflection of the number of enquiries that come through Environmental Protection and the excellent response rates achieved within the team. |
| | | Licensing applications (apps processed within 14 days) |  Red | Outturn 2012/13 = 90% (1151/1273) (target = 95%) The percentage of applications of licensed premises that were determined within 14 days. It appears that the numbers are down because the smaller pass through applications such as charitable collections and registrations were not processed in a timely manner. |







As at: 04/06/2013 **TDBC SCORECARD Q4 2012/13** (Appendix A)

| Ref | OBJECTIVES | MEASURES | ALERT | ISSUES (current & future) and IMPACTS | | | |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.3 | Delivering customer driven services To deliver customer focussed services, achieving high levels of customer satisfaction. | Calls resolved at 1 st point of contact |  Green | Quarter 4 actual = 97.64% (Target for Contact Centre 92 %) Total for Year = 95.82% (last year = 96.5%) | | | |
| | | Calls answered within 20 seconds |  Green | Quarter 4 actual = 82.04% (Target 80%) Total for Year = 82.23% (last year = 81%) | | | |
| | | Calls abandoned |  Green | Quarter 4 actual = 3.28% (Target <5%) Total for Year = 3.71% (last year = 4.8%) | | | |
| | | Complaints measures -10 day response - % Complaints upheld |  Amber | Total number of feedback recorded 2012/13 = 226 (last year 2011/12 = 376) Total number complaints 2012/13 = 99 (last year 2011/12 = 210) Total number compliments 2012/13 = 115 (last year 2011/12 = 82) Approx 70% being responded to within target 10 days (over last 2 years) – <i>no final data however for Qtrs 3 & 4 as final complaint closure/outcome data is unavailable at the point of submitting this report</i> | | | |
| | | Benefits Service: Time to process new claims |  Green | Quarter 4 actual = 20.62 days (Target = 22 days) (Q4 last year 2011/12 was 18.68 days, national average = 21 days)) | | | |
| | | Landlord Services – satisfaction with repairs |  Amber | 96.7% satisfied overall with the repairs service (target = 98%) We recognise we are not hitting our target of 98%. We are analysing the survey information in order to be able to identify the issues more effectively and challenge our contractors on performance. | | | |
| 2.4 | Ensuring the Borough is a clean and attractive place to live, work & visit Delivering Parks, Street Cleansing, Highways & Transport Services that are high quality & cost-effective | Fly tipping – grade will not be known until final quarter |  Green | Type 2012/13 Fly-tipping incidents = 647 (2011/12 = 667 2010/11 = 407) | Q4 results Grade 2 = 'effective' | Targets Grade 2 | Comments Q4 has seen the greatest number of incident over the year at 216, but total incidents are down on last year. The grade is made up the number of incidents and the number of actions taken. |
| | | Quality assurance accreditation / Awards |  Green | We have neither gained nor lost any awards in this period. | | | |








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

| Ref | OBJECTIVES | MEASURES | ALERT | ISSUES (current & future) and IMPACTS |
|-----|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.1 | Budget monitoring To control spending within approved budget total for the year | General Fund Revenue within 0.5% = 😊 0.5 – 2% = 😐 over 2% = 😞 | | The 2012/13 Financial Outturn is not available at the time of producing this report, and will be reported separately to Corporate Scrutiny in June and Executive in July. |
| | | General Fund Capital within 2% = 😊 2 – 3.5% = 😐 over 3.5% = 😞 | | The 2012/13 Financial Outturn is not available at the time of producing this report, and will be reported separately to Corporate Scrutiny in June and Executive in July. |
| | | Housing Revenue (HRA) within 0.5% = 😊 0.5 – 2% = 😐 over 2% = 😞 | | The 2012/13 Financial Outturn is not available at the time of producing this report, and will be reported separately to Corporate Scrutiny in June and Executive in July. |
| | | HRA Capital within 2% = 😊 2 – 3.5% = 😐 over 3.5% = 😞 | | The 2012/13 Financial Outturn is not available at the time of producing this report, and will be reported separately to Corporate Scrutiny in June and Executive in July. |
| 3.2 | Reserves To maintain an adequate reserve (based on financial risk analysis) | General Fund reserve >£1.25m = 😊 £1 - £1.25m = 😐 <£1m = 😞 | | The 2012/13 Final Reserves position is not available at the time of producing this report, and will be reported separately to Corporate Scrutiny in June and Executive in July. |
| 3.3 | Next year's budget gap | A balanced budget 2013/14 |  Green | The 2013/14 Budget was approved by Full Council in February 2013. The Budget was balanced without the need to use General Reserves. Whilst this target has been achieved for 2013/14, and is therefore scored as Green, the longer term financial stability for the Council remains a challenge as highlighted in the Medium Term Financial Plan forecasts, with a 2014/15 Budget Gap currently forecast at £1.2m. |

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

| Ref | OBJECTIVES | MEASURES | ALERT | ISSUES (current & future) and IMPACTS |
|-----|-------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.4 | Debt collection | Council Tax Target = 97.8% |  Green | Quarter 4 actual = 98.04 % (Q4 last year 2011/12 was 98.34%, 3 rd quartile, national average = 98.1%) |
| | | NNDR Target = 98.4% |  Green | Quarter 4 actual = 98.88% (Q4 last year 2011/12 was 99.22%, 1 st quartile, national average = 98.1%) |
| | | Housing Rent Target = 98.3% (= max arrears £340k) |  Amber | Quarter 4 = 97.71% (arrears = £406k*) (Q4 last year 2011/12 was 98.43%) * The arrears figure used for year end includes the rent debt for the week, which the tenants have until the end of the week to pay. It does not include any cash postings from the closedown Wed 27 March 2013 (3 working days). The arrears figure on Wednesday 10 April 2013 was £356,146.29. |
| | | Sundry Debts position In SAP only* |  Green | |
| | Outstanding debt | £1.56M | | £2.93M |
| | Aged debt over 90 days old | £0.78M | | £1.24M |
| | | | | The level of sundry debt (and split of debt over 90 days old) at the close of 2012/13 continued the positive trend from each of the preceding two years. Debts are closely monitored by Council services and are regularly reviewed by CMT to ensure debts receive corporate focus. |
| 3.5 | Benefits subsidy | To achieve 100% subsidy |  Green | Projection for 2012/13 = 100 % |
| 3.6 | Procurement Transformation Project Ensure TDBC realises benefits of the various transformation projects | Value of Procurement Savings against target |  Red | £2.89m initiatives have been signed off. £1.8m procurement savings delivered - this is significantly below initial expectations in 2007. However, TDBC secured a £450k 'true up' payment from Somerset County Council. In effect this is a partial refund of our share of the Sw One procurement transformation project which was jointly funded by SCC and TDBC. |



4. KEY PROJECTS

| Ref | PROJECT | Status | Key milestones | Key accomplishments | Key risks & issues |
|-----|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.1 | Corporate Business Plan (Simon Lewis) |  Green | Phase 1 - Establish future savings profile <ul style="list-style-type: none"> Members' workshop 24 April Directors' interpretation and next steps for CMT by June Exec report re next steps July | <ul style="list-style-type: none"> Corporate Business Plan approved by Full Council and communicated to organisation through Leads | <ul style="list-style-type: none"> Risk of failure to clarify service prioritisation |
| 4.2 | TDBC & West Somerset Joint-working feasibility (Paul Harding) |  Green | <ul style="list-style-type: none"> Project Initiation complete mid-May. Information gathering & Business Case completion by mid Sept. Council decision-making process Sept - Oct | <ul style="list-style-type: none"> Project team in place Project planning undertaken & documentation in place | <ul style="list-style-type: none"> Lack of HR capacity due to assisting in 3 major TDBC corporate projects + day to day work for WSC & TDBC |
| 4.3 | DLO Relocation feasibility (Sue Tomlinson) |  Green | <ul style="list-style-type: none"> Marketing complete and preferred bids selected 04/13. Business Case reported to Scrutiny, Exec & Full Council (May – July) | <ul style="list-style-type: none"> All offers received March & site options evaluations completed April Members briefing 7th May 2013 Options report completed – report to Exec 12 June | <ul style="list-style-type: none"> Whole site offers are subject the removal of the Mast/Switch Gear. If it is decided not to sell, an asset management plan for the DLO site will be required. |
| 4.4 | Swimming Pools (Alison North) |  Green | <ul style="list-style-type: none"> Report Business case to Scrutiny 25 April Full Council decision 15 May | <ul style="list-style-type: none"> Sport England funding granted 03/04/13 (Taunton Pool) Decision made to proceed with new pool + spa | <ul style="list-style-type: none"> Project now moved to new phase – prepare to procure – this will require significant SW1 Property & Procurement support |
| 4.5 | Community Infrastructure Levy (Tim Burton) |  Amber | <ul style="list-style-type: none"> Submission to the Examiner: w/c 25 March Examination: May-June 2013 Final Charging Schedule presented to Full Council July- August 2013 Implementation September 2013 | <ul style="list-style-type: none"> Completed work on prioritization for Regulation 123 list. HPDG funding for CIL Governance Officer agreed. CIL Officer recruitment presented to Executive on 13.03.13. | <ul style="list-style-type: none"> Continued changes to the goalpost by Government = possible delays Wider Officer support at CIL Examination will be required to justify the Regulation 123 List - County and Borough. |
| 4.6 | Taunton Flood Alleviation Solutions (Mark Green) |  Amber | <ul style="list-style-type: none"> Completion of modeling and survey work (August 2013) | <ul style="list-style-type: none"> Project team in place Project planning & key documentation (eg risk register) in place | <ul style="list-style-type: none"> Issue with obtaining sufficient survey data to back up theoretical modeling |
| 4.7 | Taunton Town Centre (Ian Franklin) |  Green | <ul style="list-style-type: none"> Project currently in start-up phase and project brief currently being scoped. | <ul style="list-style-type: none"> Agreement from partners to concept of 're-think' of town centre vision in light of new economic circumstances | <ul style="list-style-type: none"> NIDR delivery now approved Orchard Centre extension – new scheme now being planned. TDBC discussing with new owners |






5. KEY PARTNERSHIPS


| Ref | OBJECTIVES | MEASURES | ALERT | ISSUES (current & future) and IMPACTS | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------|-----------------------------|---------------|-------------|---------|----|----|----|-------|-----------|---|---|---|------|----------|----|----|----|------|-------|----|----|----|-----|
| 5.1 | Southwest One | Efficient delivery of in-scope services (basket of KPIs) | Green | Key Performance Indicators – Quarter 4 (2012/13) | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;"></th> <th style="width: 15%;">No. of indicators</th> <th style="width: 15%;">No. of times measured in Q4</th> <th style="width: 15%;">No. on Target</th> <th style="width: 15%;">% on target</th> </tr> </thead> <tbody> <tr> <td>Monthly</td> <td style="text-align: center;">13</td> <td style="text-align: center;">13</td> <td style="text-align: center;">12</td> <td style="text-align: center;">92.3%</td> </tr> <tr> <td>Quarterly</td> <td style="text-align: center;">9</td> <td style="text-align: center;">9</td> <td style="text-align: center;">9</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Annually</td> <td style="text-align: center;">21</td> <td style="text-align: center;">21</td> <td style="text-align: center;">21</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">43</td> <td style="text-align: center;">43</td> <td style="text-align: center;">42</td> <td style="text-align: center;">97%</td> </tr> </tbody> </table> | | No. of indicators | No. of times measured in Q4 | No. on Target | % on target | Monthly | 13 | 13 | 12 | 92.3% | Quarterly | 9 | 9 | 9 | 100% | Annually | 21 | 21 | 21 | 100% | Total | 43 | 43 | 42 | 97% |
| | | | | | No. of indicators | No. of times measured in Q4 | No. on Target | % on target | | | | | | | | | | | | | | | | | | | | | |
| | | | | Monthly | 13 | 13 | 12 | 92.3% | | | | | | | | | | | | | | | | | | | | | |
| | | | | Quarterly | 9 | 9 | 9 | 100% | | | | | | | | | | | | | | | | | | | | | |
| Annually | 21 | 21 | 21 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 43 | 43 | 42 | 97% | | | | | | | | | | | | | | | | | | | | | | | | | |
| Quarter 4 KPI failures ☹️ | | Quarter 4 Successes 😊 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| - Facilities Management – Building accessibility – failed in Jan on 1 occasion. | | Other than one small KPI failure this quarter SWOne services have achieved KPI targets | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Progress against key business objectives | | <ul style="list-style-type: none"> Service Development Plans for each SWOne Service is being agreed for 13/14 CMT have now approved the draft ICT Strategy | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5.2 | Tone Leisure 'More people, more active, more often' | Target 1% increase in total leisure visits | Green | Total usage grew by the budgeted 1% for 2012-13. Swimming grew by 4% and Leisure Activity by 24% over the year which is encouraging. | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Progress against Tone Leisure key business objectives | Green | Tone Leisure has had a challenging year with income impacted by the flooding in Vivary and ongoing challenges with Wellsprings Leisure Centre and membership yield. Despite this the work done to ensure costs could be flexed across the company has ensured we are forecast to make a small surplus once the audited accounts are completed. | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5.3 | Somerset Waste Partnership To increase participation in the recycling service through promotion and enforcement | % of household waste sent for reuse, recycling & composting | Amber | Full Year = 45.1% (Target = 45.4% & Last Year 2011/12 was 46.2%) Quarter 4 = 43.7 % (Quarter 4 2011/12 was 44.5%) Amber alert reflects slightly missing target (by 0.3%) and that recycling % has remained fairly static for the last 4 years, whereas the national average has increased (2011/12 = 43.4%). In 2011/12 TDBC was the 2 nd best of the 5 Somerset Districts. | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Residual household waste | Red | Full Year = 390.4 kg per household (Target = 380 kg & Last Year 2011/12 was 390.9 kg) Quarter 4 = 99.1 kg per household (Quarter 4 Last Year was 101.7 kg per household) Target missed but shows a slight reduction on 2011/12 actual. TDBC showing the lowest residual kg per household of all 5 Somerset Districts. The national trend shows a significant year-on-year decrease, however TDBC remains in the best quartile nationally (national average 2011/12 = 470kg) | | | | | | | | | | | | | | | | | | | | | | | | | |

As at: 04/06/2013 **TDBC SCORECARD Q4 2012/13** (Appendix A)









| | | | | |
|-----|-------------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | Progress against SWP key business objectives |  Amber | <p>Waste performance monitoring is reported quarterly to the Somerset Waste Board – the last report was in March 2013 (period April 2012 – January 2013). The 2012/13 outturn report is expected in June.</p> <p>The Board also received a report in March ‘13 on progress of actions from the SWP Business Plan 2012-17. There are 31 actions in total, 19 of which are ‘Green’ (61%) and 12 are ‘amber’ (39%).</p> <p>The single major impact on the recycling rate has been an increase in the amount of material sent for landfill. Waste analysis in November 2012 (reported to the SWB in December 2012 and February 2013) indicated an increase in diversion of recyclable materials such as food waste, garden waste and rubble into kerbside bins.</p> <p>This coincides with a fall in trips to recycling centres, suggesting that people are reverting to using residual waste bins for material they previously separated or took to recycling centres.</p> |
| 5.4 | South West Audit Partnership | Target min 90% of 2012/13 Audit plan delivered |  Amber | <p>80% of planned audits as at end of Quarter three were completed or are at draft report (please note would be 100% under previous year’s definition)</p> <p>There were a total of 39 reviews planned with 31 at report stage. A resource shortfall has impacted on the timeliness of the delivery against planned targets, although 100% of the 2012/13 audit plan will be delivered. Those in progress are materially complete in terms of the field work.</p> |

6. PEOPLE (Human Resources)






| Ref | OBJECTIVES | MEASURES | ALERT | ISSUES (current & future) and IMPACTS |
|-----|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.1 | Staff Sickness Reduce sickness absence through strong absence management, revised policies & procedures, & training | Target = 8.5 working days max lost per FT employee |  Red | 7.33 working days lost as at end Dec 2012. Data for end of year still being entered. Red status due to quarter 3 and 4 sickness being generally higher. In addition to the 5 bullet points provided in Q3 ongoing work includes :- - revised Absence Management policy drafted and circulated to CMT. Currently going to unions - Improved data being provided with monthly meetings continuing between HR Advisory and Retained HR Manager - Sourced and booked MIND Mental Health Training - Update of Wellbeing and Sickness Action Plan - Communication from Chief Executive to all staff re. reporting processes - Flu jabs provided for frontline staff - Improved ownership of sickness being set up via Theme Scorecards - A full report on all areas of Wellbeing and Sickness was drafted and presented to CMT and Leads by the Retained HR Manager with SWOne involvement. |
| 6.2 | PRED / Training Plans Maintain effective performance management of people and establish & deliver development needs | 100% completion of PREDS |  Amber | T1 – Corporate Client 100%; T1 – Strategy and Corporate 100%; T1 – Legal and Democratic 100%; T2 – 98%; T3 – 55% (NB all booked in April – delayed from Qtr 4) T4 – 93% From 1 April 2013 SAP PREDS has been launched which will help manage the monitoring of PRED completion. |
| | | 100% completion of Learning & Development plans |  Green | All learning and development plans for 2013/14 submitted. L&D budget allocation submitted to and approved by CMT. |
| | | 100% delivery of 'essential' training activities (corporate training plan) |  Green | All training requests from TDBC have been delivered by Southwest One. Southwest One have co-ordinated training for TDBC in the last quarter in Health and Safety for managers, Presentation Skills, Employment Investigations and Dealing with Aggressive Customers |
| 6.3 | Staff Turnover | Target 12% (voluntary leavers as % of staff in post) |  Green | Total turnover = 11.43% Voluntary turnover = 4.12% Early retirement / redundancy = 0.35% Ill-health retirement = 0.17% End of contract/ dismissal = 1.56% Other = 5.71% TUPE = 3.46% The overall turnover result has been significantly altered by the TUPE transfer out of Car Parking staff in mid June 2012 |

| | | | | |
|-----|-----------------------------------|---------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.4 | Improve Staff Satisfaction | Results from staff survey / resulting action plan |  Green | Action Plan produced and agreed with Retained HR and Penny James. To be taken to Business Development Managers for them to own and take forwards in their areas. |
|-----|-----------------------------------|---------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|

7. CORPORATE MANAGEMENT

| Ref | OBJECTIVES | MEASURES | ALERT | ISSUES (current & future) and IMPACTS |
|-----|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7.1 | Corporate Governance Action Plan 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 | <p>The last Corporate Governance committee report was in December 2012 and is due to be reported again 20th May.</p> <p>An exercise is currently being undertaken to assess the status and progress of <i>all</i> TDBC audit recommendations (external and internal audits). This is not yet fully complete, however the most recent review indicates that 83% (15 of the 18) external audit actions are on-track or now closed.</p> <p>(inc 7/8 of High priority actions = 88%, and 8/10 Medium/Low priority actions = 80%)</p> |
| 7.2 | Audit & Inspection Ensure that statutory Audit & Inspection obligations are met | Internal audit findings |  Green | <p>2012-13 Internal Audit Work: For the year there were 39 audits scheduled. The following audit assessments were reported in respect of these audits where complete or draft (draft reports could be subject to change):</p> <ul style="list-style-type: none">  Substantial assurance = 5  Reasonable assurance = 14  Partial assurance = 6  No assurance = 0 Non-Opinion = 2 Follow-up Audit work = 4 <p>Internal Audit (SWAP) reports quarterly on audit plan progress, assurance levels and priority recommendations to the Corporate Governance Committee (next report due June 2013).</p> |
| | | 2011/12 Final Accounts unqualified |  Green | The 2011/12 accounts received an unqualified opinion |
| 7.3 | Equalities & Diversity Develop practices & policies based on Equalities Framework for Local Govt | Council reports including Equality Impact Assessments (EIA) (Target 100%) |  Amber | <p>For the year 2012/13, 83% of all Executive reports that required an EIA had one (20/24 reports). NB – this was 100% in Quarters 3 and 4.</p> <p>A report detailing the TDBC Response to the Equality Act (ie Current Performance, SWAP Audit and Proposed Action Plan) was presented to the Corporate Governance committee March 2013. A Corporate Equalities action plan is now in place to address the areas for improvement identified in audits during 2012/13.</p> <p>Equalities refresher training for CMT is arranged 13 May.</p> |

As at: 04/06/2013 **TDBC SCORECARD Q4 2012/13** (Appendix A)

| | | | | |
|-----|----------------------------------------------------------------------------------------------------|--------------------------------------------------|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7.4 | Risk Management To ensure major risks are managed by embedding Risk Mgt Strategy | Delivery of RM Strategy & Policy & Procedures |  Green | The Corporate Risk Register and status of the corporate risk management action plan was reported to the Corporate Governance committee March 2013. Risk Management processes continue to be implemented at strategic, operational and project levels throughout the Council. CMT now review the corporate and Theme risk registers as part of quarterly performance reviews. Project risks are highlighted and considered at monthly 'Programme Management Group' meetings (a recently launched new corporate projects 'board'). |
| 7.5 | Value for Money / Benchmarking To ensure that Services provide excellent value for money | Council Tax charges – in lowest quartile |  Green | TDBC remains in the lowest quartile in 2012/13 (compared with all English Districts). <i>Council Tax average band D tax bill - amount paid to local services (excluding parishes)</i> |
| | | Target efficiency savings at areas with poor VfM |  Green | The Audit Commission's Annual Governance Report (2011/12) includes the 'value for money conclusion', and was reported to the Corporate Governance committee 24 Sept – an unqualified conclusion was issued stating that TDBC has ' <i>proper arrangements to secure economy, efficiency and effectiveness in out use of resources</i> '. Work is underway to understand 'value for money' and develop benchmarking to support decisions in allocating resources as part of the corporate business planning / profile of future service savings process. |
| 7.6 | Asset Management Develop the Council's Asset Management arrangements | Implementation of Asset Mgt Plan (AMP) |  Green | Action relating to surplus assets procedure outstanding |
| | | Target 70% of maintenance spend planned |  Amber | As the budgets are managed by different people it is difficult to target funds in this way. Also limited budgets do not allow for the necessary expenditure to be committed to planned projects |
| 7.7 | Health & Safety To raise the standard of Health & Safety knowledge & performance | Delivery of H & S Action Plan |  Green | Audit process underway in all four Themes. H&S Intranet site has been reviewed and improvements made to make information more accessible. All DLO policies have now been uploaded. All TDBC Policies are available but require further consolidation to ensure easily accessible. Training programme has been developed for DLO, with statutory and job specific training undertaken and planned. Leads invited to H&S refresher training. Accident trend analysis has identified training needs which are being addressed. Dynamic Risk Assessment cards issued for DLO and training delivered on use. |

10/07/2013, Report:Financial Outturn Report 2012/2013

Reporting Officers:Paul Fitzgerald

10/07/2013, Report:Creechbarrow Road Development Update Report

Reporting Officers:James Barrah

10/07/2013, Report:Taunton Deane Corporate Business Plan

Reporting Officers:Simon Lewis

10/07/2013, Report:Community Infrastructure Levy Instalment Policy

Reporting Officers:Phil Bisatt

10/07/2013, Report:Land at Creedwell Orchard Housing Estate, Milverton, Taunton

Reporting Officers:Joy Wishlade

Contains exempt information requiring private consideration: Yes

Exempt reason:The report contains commercially sensitive information throughout.

07/08/2013, Report:Planning toolkit for handling large scale and complex development proposals

Reporting Officers:Tim Burton

13/11/2013, Report:Review of the Statement of Community Involvement

Reporting Officers:Ann Rhodes