

TAUNTON DEANE BOROUGH COUNCIL

COUNCIL MEETING – 12 OCTOBER 2004

Part I

To deal with written questions to and receive recommendations to the Council from the Executive.

1. COUNCILLOR WILLIAMS – LEADER OF THE EXECUTIVE

a. Corporate Strategy 2004-2007

The Corporate Strategy is reviewed on an annual basis. It is used to determine the allocation of resources across the Council through the Medium Term Financial Plan and service budgets.

The Corporate Strategy was published in June 2004 together with the Performance Plan. Through a series of workshops and meetings including the Review Board, the objectives and outcomes of the Corporate Strategy's ETCHED Action Plans were determined for each year to 2007/2008.

Delivering the Vision for Taunton remains the Council's highest priority, followed by working with partners to tackle transport issues, tackling anti-social behaviour and housing.

It is therefore RECOMMENDED that the Corporate Strategy ETCHED Action Plans 2004/2007, a copy of which is attached, be agreed.

b. Capital Strategy 2004-2007

Although the Office of the Deputy Prime Minister have now removed the requirement for the Council to submit to Regional Government Offices the annual Capital Strategy and Asset Management Plan. It is considered good practice to continue to prepare and AMP and Capital Strategy annually.

The Capital Strategy is a summary of the Council's approach to capital investment including:

- Development and ongoing management of the Capital Programme
- Partnership working on capital projects
- Consultation
- Performance Measurement

The revised draft strategy for 2004-2007 has been updated from the 2003 version by taking recent developments in the corporate strategy and other corporate developments and incorporating them into the revised document.

The Review Board have considered the draft strategy and their comments have been taken into account.

It is therefore RECOMMENDED that the Draft Capital Strategy for 2004-2007 as set out in the attached Appendix be agreed.

c. Budget Monitoring 2004/2005

The Review Board at its meeting on 9 September 2004 received the results of the Quarter 1 Budget monitoring exercise. As a result it is necessary to submit to Council a request for a number of Supplementary Estimates to support certain variations to the budget.

It is therefore RECOMMENDED that Supplementary Estimates be made to support the following variations:

- The General Fund expected underspend of £28,980 to be returned to the General Fund Reserve;
- Returning the 2004/2005 pay award underspend of £65,000 to the General Fund Reserve;
- The Housing Revenue Account expected overspend of £70,590 from the Housing Revenue Account working balance;
- The General Fund Capital Programme overspend of £76,375 from unallocated General Fund capital resources;
- The Housing Revenue Account Capital Programme overspend, due to slippage, of £585,700 from unallocated Housing Revenue Account capital resources; and
- The increase of £3,000 in the working balance on the Piper Trading Account.

Councillor J R Williams

2. COUNCILLOR BISHOP – PLANNING POLICY AND TRANSPORTATION

a. Public Rights of Way Agreement

Somerset County Council as Highways Authority would normally be responsible for the maintenance of all public rights of way (Footpaths, Bridleways and RUPPs). Under an Agency Agreement the maintenance of unsurfaced public rights of way is currently carried out by Taunton Deane Borough Council. This Council currently contributes £54,160 per annum to this particular service and the County Council contributes £42,500. The Agreement can be terminated by either party on 31 March in any year providing appropriate notice is served. Faced with the need for economies in the Council's budget all services are being reviewed in the light of the corporate priorities and statutory obligations. Consideration has therefore been given as to whether this Council should inform the County Council that it intended to terminate the existing agreement.

The report considered by the Executive contained details of the staffing implications of relinquishing the agency agreement together with the budget implications and the result of consultations with Parish and Town Councils. The Rights of Way Service is a statutory function of County Councils and there is no evidence to suggest that the level of service provided by the County Council will be less than under the Agency Agreement. By terminating the agency agreement the Borough Council would save £39,780 per annum at current prices. We noted that the County Council had applied for increased funding for this service. If it were successful, this Council might seek to renegotiate the terms of the Agency Agreement and continue to provide the service in the event of the County Council agreeing to cover the full costs.

In the circumstances the Executive considered that existing Rights of Way Agency Agreement with Somerset County Council be ended on 31 March 2005 and notice of such be served on the County Council.

It is therefore RECOMMENDED that:

- a) the decision to serve notice on Somerset County Council be confirmed;
- b) the necessary amendments be made to the Council's base budget;
- c) the existing Parish Grants budget to assist with the delivery of footpath maintenance be maintained;
- d) any associated one off costs of termination be met within approved budgets of the Council;
- e) consideration be given to renegotiation of the Agency Agreement in the event of the County Council being in a position to cover the full costs of the service.

b. Taunton Deane Local Plan Modifications

At its meeting on 28 September 2004 the Strategic Planning, Transportation and Economic Development Review Panel considered the proposed responses to the representations which were received during the public consultation period to the

proposed modifications to the Taunton Deane Local Plan. Copies of the responses and the proposed modifications have been previously circulated to all members.

After careful consideration the Review Panel recommended that the responses to the representations which were submitted in respect of the Proposed Modifications be agreed. The Executive agreed with this recommendation.

It is therefore RECOMMENDED that Council agree the adoption of the Taunton Deane Local Plan.

Councillor C W Bishop

Corporate Strategy 2004/5 – 2007/8

ECONOMY										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
Very High	Develop the planning framework to enable the Vision for Taunton* to be achieved *A vision for 2025 and beyond to deliver economic, social and cultural targets for Taunton as a 21 st century market town	Ec1	We will agree and adopt an Urban Design Framework and Urban Extension Study	All Area Action Plans will be complete We will develop a programme for introducing Supplementary Planning Guidance for development sites	We will adopt the Core Strategy We will adopt the Town Centre Area Action Plan		Planning Policy & Transportation	Ralph Willoughby-Foster	Debate on Inner Relief Road could delay progress	Local Development Framework Local Transport Plan Taunton Transport Strategy Review
Very High	Develop key sites to bring about the Vision for Taunton	Ec2	Work will begin on key sites in the town centre and on our Local Plan sites The state aid, planning, finance and legal issues relating to relocation of the livestock market at J 26 will be resolved	The livestock and stall markets will be relocated to free up their current sites for development We will have vacant possession of the vacated livestock market site	Redevelopment of the former livestock market site will commence	Redevelopment of the former livestock market site will be completed to high design standards and an application made for a design award	Economic Development Property & Tourism	Mark Green	Planning permission at new site State aid issues Funding Investor and Developer interest	Asset Management Plan Capital Strategy
Very High	Ensure that the social benefits of the Vision for Taunton are realised for the wider community	Ec3		With our partners we will assess the anticipated benefits of the Vision for training, skills and employment	The social benefits will be incorporated into the second Taunton Deane Community Strategy		Economic Development Property and Tourism	Mark Green		LSP and Community Strategy

ECONOMY										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
Very High	Publicise and promote the Vision for Taunton, and Taunton Deane Borough, locally, regionally, nationally and internationally	Ec4	<p>We will seek expressions of interest for relocation to Taunton (Lyons Review)</p> <p>We will develop closer joint working with South West tourism, Visit Britain and other key agencies, through joint promotional material, our website and a new tourism strategy</p>	<p>A marketing and promotion strategy for Taunton will be agreed with our key partners (SCC and RDA)</p>	<p>We will work with others to continue to raise the profile of Taunton town and the Borough</p>	<p>We will see the relocation of Government Departments to Taunton</p>	Economic Development Property and Tourism	Mark Green	Limited funding contributions from partners	Tourism Strategy
High	To encourage businesses to start up and grow in Taunton Deane	EC5	<p>We will carry out a detailed assessment of business land and premises and a survey of business requirements</p> <p>We will work with Taunton Town Centre Partnership to establish a Business Improvement District (BID)</p>	<p>We will identify land and funding mechanisms</p> <p>An application for the BID will be made</p>	<p>The BID will be implemented</p>	<p>There will be an adequate supply of serviced land for businesses</p> <p>Town Centre enhancements will be achieved as a result of the BID</p>	Economic Development, Property & Tourism	Mark Green	Funding	Economic Development Strategy Town Centre Partnership BID Partnership

ECONOMY										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To target resources to areas of greatest need in the Borough	EC6		We will work with our partners to put in place a strategy for Taunton East and North Taunton to include support for business start ups			Economic Development, Property & Tourism	Mark Green	Funding	Economic Development Partnership LSP and Community Strategy

TRANSPORT										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To ensure the strategic transport investment necessary to fulfil Taunton's role as a PUA	T1	The Government decision on the A358/A303 will inform our future plans We will influence the content of the LTP2 to enable the Vision for Taunton Town Centre regeneration to be implemented	We will lobby the SRA and relevant Train Operating Companies to maintain Taunton's role as an important strategic location on the West of England Mainline			Planning Policy & Transportation	Ralph Willoughby-Foster	Government decision influenced through local campaigning Government funding and policy decisions	SWARMMS Local Transport Plan Structure Plan Local Development Framework

TRANSPORT										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To reduce traffic congestion in Taunton	T2	<p>We will integrate our Transport, Land Use and Economic Development strategies through the Local Development Framework</p> <p>We will lobby others to improve the cycle and pedestrian networks as envisaged in the Local Transport Plan</p> <p>We will work with SCC and Bus Operators to establish a Bus Users Surgery to see improvements in services</p> <p>We will sign up to the Congestion Protocol</p>	<p>The North West Taunton Package will be complete (bridge over Silk Mills will be open, Park and Ride constructed, and bus lanes and bus gate in place)</p> <p>We will review our car parking strategy to ensure the outcomes are in line with our transport objectives</p> <p>We will lobby to see the completion of the Ruishton link on the Wessex Sustrans route</p> <p>We will deliver actions in the Congestion Protocol</p>	<p>We will deliver actions in the Congestion Protocol</p>	Park and Ride east of Taunton will be operational	Planning Policy & Transportation	Ralph Willoughby Foster	<p>Government Funding</p> <p>SCC funding and SCC decisions relating to priorities for investment</p>	<p>Community Strategy and LSP</p> <p>Local Transport Plan and Taunton Transport Strategy Review</p> <p>North West Taunton Transport Package SWARMMS</p>

TRANSPORT

Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To improve the choice and availability of transport options, particularly for rural and disadvantaged people	T3	We will commence a review of our role in community transport partnerships and initiatives	<p>We will complete a review of our role in community transport partnerships and initiatives</p> <p>We will work with local communities within the Community Planning and Local Development Framework in order to identify issues</p>			Planning Policy and Transportation	Ralph Willoughby Foster	Accessing Funds	Somerset Community Transport Network

CRIME										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To identify, measure and reduce anti-social behaviour in our communities	C1	We will pilot a targeted programme of diversionary activities	We will evaluate, review and amend programmes to include all groups at risk of offending			Leisure, Arts & Culture	Karen Dyson	Government Funding	Green spaces Strategy Crime and Disorder Strategy Tone Leisure Business Plan
			Four Neighbourhood/ Parish Wardens will be transferred to Police Community Support Officers	We will work with partners to investigate the possibility of extending the geographical area(s) that PCSOs cover We will seek, where necessary, to find funding to employ additional PCSOs			Community Leadership	Deb Davley	Funding	Crime and Disorder Strategy
			A protocol for implementing Acceptable Behaviour Contracts (ABCs) and Anti Social Behaviour Orders (ASBOs) will be in place	Through the Crime and Disorder Reduction Partnership we will employ an officer to focus on tackling Anti Social Behaviour	ABCs and ASBOs will be used to assist in the reduction of anti-social behaviour		Community Leadership	Deb Davley		Crime and Disorder Strategy
			We will secure funding and purchase a relocatable CCTV system package	Priority criteria will determine the deployment of the unit	The system will be used at identified problem areas in the Borough		Community Leadership	Deb Davley		Crime and Disorder Strategy

CRIME										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
			A Licensing Committee will be established to manage statutory liquor licensing reforms	The Licensing Committee will review licences where anti-social behaviour has been deemed to exist			Environmental Services	Jim Hunter		Crime and Disorder Strategy
High	To use our influence in all that we do to reduce crime and disorder	C2	We will prepare a statutory Section 17 Crime and Disorder Action Plan with input from all our services	50% of our services will demonstrate that they take crime and disorder into account in service delivery	100% of our services will demonstrate that they take crime and disorder into account in service delivery	Our services are seen as playing a major contribution to reducing crime and disorder in the Borough	Community Leadership	Deb Davley		Section 17 Crime & Disorder Act 1998

HEALTH										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To meet the requirements of those with greatest housing need	H1	<p>A programme of 393 new build social housing units over 3 years is rolled out</p> <p>A strategic housing and planning policy protocol is established to meet longer term social housing targets</p> <p>A Homeless prevention programme is developed with other agencies and targets for delivery set</p> <p>Targets for reducing homelessness, particularly for use of B&B for families, and average length of stay in B&B for others are met</p>	<p>The programme of 393 new build social housing units over 3 years continues</p> <p>Targets for Homeless prevention and temporary accommodation are met</p>	<p>The target of 393 new build social housing units is met</p> <p>Revised house building targets are set following a repeat Housing Needs survey in 2005/06</p> <p>Targets for Homeless prevention and temporary accommodation are met</p>	<p>Revised new build social housing unit targets are met</p> <p>Targets for Homeless prevention and temporary accommodation are met</p>	Housing Services	Malcolm Western	<p>Negotiating 106 agreements with developers</p> <p>Funding</p> <p>Availability of accommodation</p>	<p>Housing Strategy</p> <p>Homeless Strategy</p>

HEALTH										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To support the health needs of vulnerable people through advice, grants and loans on home energy, maintenance and independent living	H2	<p>A Home Improvement Agency is established following a successful bid for ODPM funds, and targets are set for delivery</p> <p>A campaign has been launched to eradicate fuel poverty in Taunton Deane by 2011</p>	<p>HIA targets are met</p> <p>Revised targets have been set following a repeat Private Sector Stock Condition Survey</p> <p>100 people will be brought out of fuel poverty</p>	<p>Further HIA targets are met</p> <p>A further 200 people will be brought out of fuel poverty</p>	<p>Further HIA targets are met</p> <p>A further 250 people will be brought out of fuel poverty</p>	Housing Services	Malcolm Western	Funding	Housing Strategy
Medium	To contribute to the physical and mental health and well-being of our residents in partnership with other key organisations	H3		<p>Partnership plans will be in place to achieve the Government target of 50% of the population being reasonably active by 2020</p> <p>We will increase the current levels of physical activity within the Borough to 32%</p>	<p>We will increase the current levels of physical activity within the Borough to 34%</p>	<p>We will increase the current levels of physical activity within the Borough to 36%</p>	Leisure, Arts & Culture	Karen Dyson	Partnership working	<p>Public Health Network</p> <p>Greenspaces Strategy</p> <p>Somerset Activity & Sports Partnership</p> <p>Tone Leisure Business Plan</p>

ENVIRONMENT

Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
Medium	Manage a clean and safe environment	En1	<p>By promoting our litter hotline and our Crisp and Clean Policy we will reduce the evidence of antisocial behaviour through schemes such as removal of abandoned vehicles and graffiti</p> <p>There will be Borough-wide access to kerbside recycling</p>	<p>We will meet the public service agreement target of 34% of households recycling their waste</p> <p>We will review our current methods of service delivery in order to achieve greater improvements in delivering a clean and safe environment</p>	New contractual arrangements will be in place for waste collection services		Environmental Services	Bruce Carpenter	Funding User take-up	Somerset Waste Partnership

ENVIRONMENT										
Medium	Protect and enhance the quality of our physical environment	En2	We have agreed a Norton Fitzwarren flood alleviation scheme which meets Planning Inspectorate requirements	The flood alleviation scheme will have been agreed with developers	The flood alleviation scheme will be complete		Planning Policy & Transportation	Andrew Wilcox	Developer contributions	River Parret Catchment Plan
			We will adopt and be delivering our Greenspaces Strategy and Action Plan for the Borough, including Park	We will deliver our Greenspaces Action Plan, including achieving Green Flag Award status for a public open space and improving facility provision on 3 other public open spaces	We will deliver our Greenspaces Action Plan, including achieving Green Flag Award status for a public open space and improving facility provision on 3 more public open spaces	We will deliver our Greenspaces Action Plan, including achieving Green Flag Award status for a public open space and improving facility provision on 3 more public open spaces	Leisure, Arts & Culture	Karen Dyson	Developer contributions and capital budget	Local Plan/ Local Development Framework Parks Management Plans

DELIVERY										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	Deliver services in line with our corporate priorities	D1	50% of service reviews will be carried out Resources will be reallocated to ensure priority services are funded	All service reviews will be completed	Priority and non-priority services are delivered against budget and performance criteria	A sustainable, and affordable medium term financial plan will be in place	Corporate Resources	Shirlene Adam		Medium Term Financial Plan Asset Management Plan Capital Strategy
High	Effectively manage and improve our performance	D2	100% of Heads and Team Plans will be prepared We will develop our Scrutiny function in performance management and determine a monitoring and review process for our performance management framework	We will deliver 100% of our Heads and Team plans 100% of staff will effectively participate in PREDS and 100% of training plans will be in place We will complete an evaluation exercise for PREDS We will have developed our suite of performance indicators	We will monitor and review each level of our performance management framework	We will monitor and review each level of our performance management framework	Community Leadership Corporate Resources	Brendan Cleere Kevin Toller		Performance Management Framework

DELIVERY										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	Work in partnership to deliver shared priorities	D3	The LSP will have a core and associate membership structure and agreed its top priorities	<p>The Community Strategy will have informed our Corporate Strategy, Heads and Team plans</p> <p>We will have in place a revised structure for awarding grants and for service level agreements with other organisations</p>	<p>The LSP will have prepared their second Community Strategy</p> <p>We will demonstrate measurable benefits for all the partnerships we are involved with</p>	We will demonstrate service delivery through key partnerships	Community Leadership	Alison Templeton		<p>Community Strategy</p> <p>Voluntary Sector</p>
High	Meet our minimum statutory requirements	D4	We will have identified mandatory service requirements and established the level at which services will be provided	<p>Our Heads and Team plans will detail our service delivery in mandatory and non-mandatory areas</p> <p>We will establish a corporate approach to delivering sustainability in all our services</p>	<p>We will be demonstrating cost effective delivery of our statutory requirements</p> <p>50% of our services demonstrate that they deliver their services against sustainability criteria</p>	<p>100% of our services demonstrate that they are delivering their services against sustainability criteria</p>	All	CMT		

DELIVERY										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	Develop, motivate and empower our staff to reach their full potential	D5	<p>We are an Investors in People organisation and are implementing our IIP Action Plan</p> <p>We will have developed a Healthy Workplace Strategy and Action Plan</p> <p>We will have completed our People Management Strategy and agreed our Action Plan</p>	<p>We will have achieved improved levels of staff satisfaction (identified through our second staff satisfaction survey)</p> <p>Sickness absence will be reduced</p> <p>Individual staff performance will increase</p>	Investment in our staff contributes to increased levels of satisfaction amongst our customers		Corporate Resources	Kevin Toller		

DELIVERY										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
Medium	Respond to customers' needs and promote equality of opportunity in all that we do	D6	<p>We will achieve Level 1 of the Equality Standard for Local Government and actions will be embedded in Heads, Team plans and PREDS</p> <p>We will review our consultation and complaints procedures and be using these to inform improvements to service delivery and customer satisfaction</p>	<p>We will achieve Level 2 of the Equality Standard for Local Government and actions will be embedded in Heads, Team plans and PREDS</p> <p>We have an annual corporate consultation plan in place</p>	<p>We will achieve Level 3 of the Equality Standard for Local Government and actions will be embedded in Heads, Team plans and PREDS</p> <p>We will be working with other organisations to carry out consultation and meet customers' needs</p>	<p>We will achieve Level 4 of the Equality Standard for Local Government and actions will be embedded in Heads, Team plans and PREDS</p> <p>We will be putting plans in place to achieve Level 5 in 2008/09</p>	Community Leadership	Brendan Cleere		Equality Policy

DELIVERY										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
Medium	Improve access to Council information and services	D7	<p>We will adopt and be delivering a Corporate Communications Strategy</p> <p>60% of phone calls are dealt with at first point of contact</p> <p>We will complete a strategic review of access to services, including the use of main reception at the Deane House</p>	<p>Communications and customer focus are embedded in our Heads and Team plans</p> <p>80% of phone calls are dealt with at first point of contact</p> <p>We have consistency of information across all access channels</p>	We will meet our e-government targets		Corporate Resources	<p>Kevin Toller</p> <p>Brendan Cleere</p>	Funding	E-government strategy

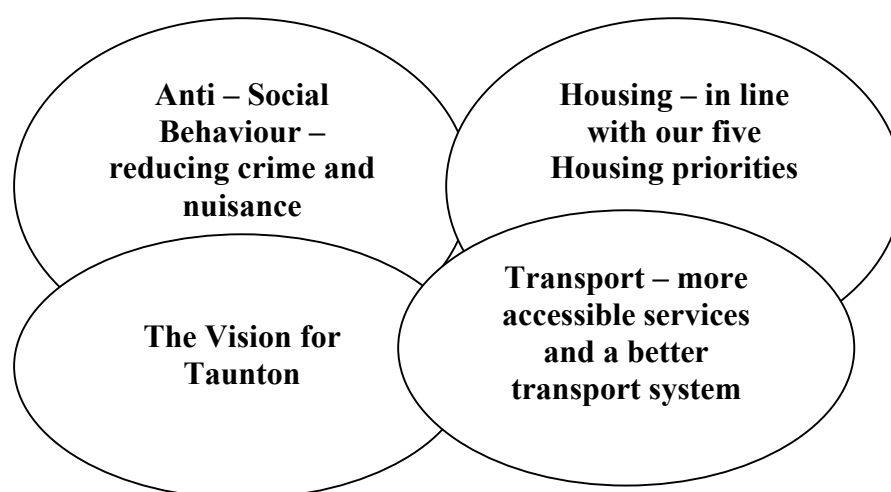
ABC	Acceptable Behaviour Contract	PCSO	Police Community Support Officers
ASBO	Anti-social Behaviour Order	PREDS	Performance Review and Employee Development Scheme
B&B	Bed and Breakfast	PUA	Principle Urban Area
BID	Business Improvement District	RDA	Regional Development Agency
CCTV	Closed-Circuit Television	SCC	Somerset County Council
CMT	Corporate Management Team	Section 17	Section 17 of the Crime and Disorder Act 1998
HIA	Home Improvement Agency	SRA	Strategic Rail Authority
IIP	Investors in People	SWARMMS	South West Area Regional Multi Modal Study
J 26	Junction 26 of the M5		
LSP	Local Strategic Partnership		
LTP2	Local Transport Plan 2006-2011		
ODPM	Office of the Deputy Prime Minister		

Taunton Deane Borough Council Capital Strategy 2004-2007

Appendix A

1 Our Priorities

- 1.1 This Capital Strategy shows how Taunton Deane BC sets the direction of its capital spending plans, and also considers the effective utilisation of our capital assets and resources.
- 1.2 Full Council will be considering the updated Corporate Strategy in October 2004; this will help focus resources towards four key areas within our six agreed corporate priorities; which are our prime drivers for the medium term. The four areas are:



- 1.3 The Corporate Strategy sets out clearly which projects the Council will implement and lead on. Naturally these priorities give focus to our service planning and budget process and our revenue and capital resources will be directed to the projects in this strategy.
- 1.4 Below are actions within the Corporate Strategy that show how the Council will use its capital resources to achieve our priorities:
- **The Vision for Taunton** – partnership funding from the Borough Council, the County Council, the Regional Development Agency and the Environment Agency will kick start this exciting development. Developer contributions will enable the development of social housing, education, open spaces, cultural and transport initiatives within the Vision area. Capital receipts gained from the sale of assets and land disposals arising from the Vision, will be re-invested to deliver this priority project. This Council is currently reviewing all of its land holdings to ensure it is in a strong position to support the delivery of this key project. A land strategy will be developed to support this over the coming months.

- **Transport** – Taunton has recently been designated a Principal Urban Area and needs to ensure that there is sufficient transport investment to meet these demands. To do this the Council supports the North West Taunton Package and has provided £399,000 in its budget for its contribution. In addition a further £200,000 will be made available if required by the County Council. The Council also supports the operation of a Park and Ride site east of Taunton. Finally the Council has budgets for improving the performance and safety of its car parks.
- **Anti-Social Behaviour** – the Council plays a key role in this area through the local Crime and Disorder Partnership. The majority of Council support in this area relates to revenue support, however many schemes in the capital programme contribute towards this priority. For example the refurbishment of public conveniences and the removal from the Council's asset base of derelict/poorly maintained assets reduce opportunities for anti-social behaviour. Many of the improvements to the Council's housing stock ie double glazing programmes and door entry systems contribute to the reduction of crime. In addition the Council will secure funding for a re-locatable CCTV system.
- **Housing** – the Council as a major landlord has a significant capital programme, ranging from investment in its own stock to investment in the private sector through to grants to Registered Social Landlords and grants for private sector household renovation projects. The total housing capital programme for 2004/05 totals £7.4m. The Council has recently resolved to ballot tenants on a Large Scale Voluntary Transfer, which, if endorsed by tenants will result in the creation of a Housing Association separate from the Council.

2 **Capital Assets – Taunton Deane in Context.**

- 2.1 The Council is an active Housing Authority with over 6,000 Council Houses and Flats. In addition the Council owns several Leisure Centres, Parks, Car Parks and other operational assets. The Council also has numerous land holdings and investment properties. The value of the total asset base of the Council is in excess of £380m. Further details may be found in the annual Statement of Accounts for 2003/04.

3 **The Capital Programme**

- 3.1 A summary of budgeted capital spending for the period 2003/04 to 2006/07 is shown below. This covers a period of four years for General Fund services and two years for Housing services.

Portfolio	2003/04 £000	2004/05 £000	2005/06 £000	2006/07 £000	Total £000
Corporate Resources	419	290	85	85	879
Eco. Dev. Tourism & Council Businesses	479	653	127	0	1,259
Environmental Policy	705	120	0	0	825
Housing	5,788	7,410	0	0	13,198
Leisure, Arts & Culture	3,162	420	117	117	3,816
Planning & Transportation	673	30	0	0	703
Total	11,226	8,923	329	202	20,680

3.2 The Council recognises that the Capital programme must be affordable and it carefully monitors the resources available to finance the programme. The majority of capital investment will come from revenue contributions, capital receipts or new borrowing. New capital schemes, which generate additional revenue income, will, where possible, be funded through revenue contributions. For example refurbishments to the Taunton crematorium are being funded through increased income receipts. This enables some projects to be resourced on a self-financing basis.

3.3 We will seek to maximise capital resources by the following actions:

- The disposal of surplus property and other assets in line with our land strategy,
- Making the most of partnerships with other organisations, including partnerships with commercial bodies,
- Seeking National Lottery funding (where applicable),
- Bidding for Central Government Grants (ie E-Govt),
- Securing S106 agreements,
- Making appropriate contributions from Revenue to fund specific capital schemes,
- Borrowing in line with the requirements of the “Prudential Code”,
- PFI & PPP partnership working (although no schemes have been identified as yet).

4 Capital Investment Prioritisation and Bidding Regime

4.1 The Authority has in place an established system to enable Corporate Management Team and the Executive to prioritise bids for new capital schemes. This system is known locally as the Project Appraisal Report (PARs) system. The purpose of the PAR is to provide comprehensive information on each new scheme, thereby enabling informed choices to be made

4.2 A PAR requires the following areas to be considered:

- Project Outline and Description,
- Category of Scheme (ie legal obligation, service necessity, service maintenance or service necessity),
- Establishment of Need – appropriate analysis of need and rationale,
- Fit with Corporate Priorities,
- Fit with Service planning objectives,
- Sustainability,
- Option appraisal – ie “do nothing”, full scheme, partial scheme, scheme provided by other agencies, scheme provided through partnership working,
- Risk identification,
- Overall project evaluation,
- Resource implications, capital and revenue, monetary and non-monetary,
- Timescale for implementation,
- Recommendations.

4.3 The Council is enhancing the PAR process through the development of a model which will score both financial and non financial factors when considering capital investment. This will be complete by Autumn 2004. The scores generated by the model will be used to decide which schemes are recommended for inclusion in the capital programme.

4.4 It is important that we do not forget the impact on the revenue budget of capital decisions, therefore the Council’s Medium Term Financial Plan includes specific details on the likely impact of the capital programme on the revenue budget.

4.5 The Council recognises that it is prudent to ensure that not all capital resources are committed at any one time and therefore the level of unallocated resources is carefully monitored. This enables financial flexibility to be retained in the event of new unexpected opportunities presenting themselves.

5 **Management of the Capital Programme**

5.1 The capital programme is reviewed and reported on a quarterly basis (along with all other budgets of the Council) to ensure not only spend against budget but also progress of each scheme against other non-financial aspects such as timetable and construction progress.

5.2 The process of strategic risk management is employed for high spend/risk/profile capital projects. Where applicable, multi discipline project teams are formed to manage these schemes and to report progress and risks to Corporate Management Team on a regular basis. Post project reviews are used to improve overall future project management techniques.

6 **Partnership Working**

6.1 The Council already works with a number of key agencies and bodies within the Borough. The Council chairs the Local Strategic Partnership, which includes representatives from the voluntary sector, private business and other public sector bodies such as the County Council and the Health Authority. The LSP is developing our Community Strategy and this is helping to shape the Councils Corporate Strategy and our key priorities. Ultimately this shapes the way in which Council services are delivered. This is shown below:



6.2 We recognise that the Council needs to work with partners to provide services that benefit the Borough. We cannot ignore the expertise that partners bring to the table, this can be either technical, administrative or financial expertise. The following is a schedule of some of the partners, which are actively engaged on schemes within our existing capital programme:

Capital Project	Other Partners
Implementing E Government	Other Somerset Local Authorities/Police Authority/ ODPM
North West Taunton Package	County Council/ Highway Agency/ GOSW
Flood Alleviation Schemes	Private Housing Developers/Environment Agency/ Parish Councils
Contributions towards Social Housing Projects	Housing Corporation/ Registered Social Landlords/Private Developers
Recycling Boxes	Other Somerset District Councils/Somerset County Council/Central Govt.
Somerset Direct (Funded via Government Grant)	Other Somerset District Councils/Somerset County Council/Central Govt.
Community Facilities Cotford St Luke	County Council/ Local Developers/ Community
Grants to Village Halls/ Play Equipment Grants	Parish Councils/ Local Village Hall & Playing Field Committees
Bridgwater & Taunton Canal	County Council/British Waterways

7 Consultation

7.1 The Council is committed to informing, consulting and involving residents in planning its services. To support this, consultation has shaped many capital projects both through the initial identification of need through to scheme design and implementation.

- 7.2 The Council has an extensive budget consultation process in place which allows the views of the public to shape specific capital investment proposals.

8 Performance Measurement and Procurement

- 8.1 The Council works within a performance management framework that brings together the various processes for setting objectives, priorities and targets at corporate, service and individual level.
- 8.2 As mentioned in section 5 of this document, financial monitoring of capital schemes takes place already, but this has been enhanced recently by providing Members with a comprehensive analysis of performance against the Corporate Strategy as well as financial performance. This is reported quarterly to the Council's Review Board.
- 8.3 Further developments are in progress and we communicate progress to residents in our Council newspaper, the Deane Dispatch.
- 8.4 The Council will use its dedicated Purchasing Unit to ensure that best value is obtained for all contracts. Recently revised tendering procedures and contractual standing orders supplement this process.

9 The Future for Capital Investment

- 9.1 At present the Council has surplus capital resources, however it anticipates that this will not be sufficient in the short term. In order to meet our priorities we will need to critically review our existing levels of service provision and review the levels of capital investment required. Indeed the service review process will identify surplus assets whose capital receipts can be directed towards achieving our key priority of the Vision for Taunton.
- 9.2 The Council has a clear vision and an agreed Corporate Plan. Capital investment is key to achieving our aims and we recognise that we cannot do this without help from partners.
- 9.3 The Capital Strategy will continue to develop over the forthcoming year in line with the Corporate Strategy.