

## TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 20 JUNE 2007

### JOINT REPORT OF THE SCRUTINY AND PERFORMANCE MANAGER, PRINCIPAL ACCOUNTANT AND HOUSING ACCOUNTANT

#### PERFORMANCE MONITORING - OUTTURN REPORT ON 2006/09 CORPORATE STRATEGY, 2006/07 FINANCIAL OUTTURN AND 2006/07 PERFORMANCE INDICATORS

This matter is the responsibility of Executive Councillor Henley (Leader of the Council)

##### **1.0 Executive Summary**

- 1.1 The monitoring of budgets, the Corporate Strategy objectives and performance indicators is an important part of the overall performance management framework. This report outlines the final data for the 2006/07 year.
- 1.2 In respect of budget monitoring the General Fund Revenue outturn shows an overspend of £242k, or 1.9%, when compared with the current budget, i.e., the budget for 2006/07 as approved by Council on 21 February 2006 plus any subsequently approved supplementary estimates and virements
- 1.3 The General Fund Capital Programme expenditure for the year amounted to £6,064k the total budget for the year was £6,245k. The majority of this underspend will be slipped into the 2007/08 year.
- 1.4 The Housing Revenue Account outturn shows a Working Balance carried forward into 2007/08 of £2,659k, which is £338k more than predicted in the most recent budget monitoring report. It should be noted by Members however that this underspend is caused primarily due to the timing of transactions rather than being a true underspend. Further detail is given within this report.
- 1.5 HRA Capital expenditure amounted to £4,618k against a current budget of £4,394k. This will reduce the programme in 2007/08.
- 1.6 The Deane DLO has broken even overall.
- 1.7 The figures remain subject to external audit.
- 1.8 Corporate Strategy and Performance Monitoring has identified:
  - 76% of Corporate Strategy objectives are on course
  - 56% of performance indicators are on target

## 2.0 Purpose

- 2.1 To update the Executive on the outturn position of the Authority on revenue and capital expenditure for the General Fund, Housing Revenue Account and trading services for 2006/07, and progress against the 2006/09 Corporate Strategy and 2006/07 Performance Indicator targets.
- 2.2 A key feature of well-regarded councils is their ability to manage performance effectively.
- 2.3 The Council's Performance Management System is about agreeing what has to be done (Plan), undertaking it (Do) and checking it has been done (Review). Where review (or monitoring) indicates we are off-course corrective action should be taken.
- 2.4 Progress against Corporate Strategy objectives, spending within budget and improvement through the use of performance indicators forms an important part of the Council's overall performance management framework.
- 2.5 The outturn position reported for the HRA and GF contains some estimated figures for government subsidies on housing and council tax benefit. The final figures for these will not be available in time for the final accounts to be produced. Should the final figures differ significantly from those used in closing down the accounts for 2006/07, a further report will be presented to Members giving the updated position on subsidy and the implications for the Councils reserves.
- 2.6 The following outturn figures will therefore be used to prepare the Council's Statement of Accounts, which will be presented to the Corporate Governance Committee on 27 June 2007.
- 2.7 As part of the Audit Commission's "Use of Resources" assessment there is a requirement for the Council to consider how its financial plans and strategies help meet its corporate objectives. Appendix C shows how areas of new financial investment have helped achieve the overall goals of the Council.

## 2006/07 OUTTURN FIGURES

### GENERAL FUND

#### 3.0 Revenue

- 3.1 Members were presented with regular budget monitoring reports during 2006/07 outlining the estimated outturn position and the likely impact on the General Fund reserve. In summary, these reports showed the following expected use of reserves to support the budget:

2006/07	Change during the Year £	Impact on General fund Reserve £
<b>Actual Balance brought forward 1 April 2006</b>		<b>-1,383,364</b>
Original use of Reserves		0
Budgeted repayment to reserves		-67,580

<b>Plus supplementary estimates agreed during the year:</b>		
Concessionary Travel	+44,760	
Additional resources – Personnel, Finance, Web Marketing Officer	+86,530	
New Christmas lights	+14,250	
Westival Sponsorship	+19,000	
Museum of Somerset - RCCO	+20,000	
New Planning IT System	+80,000	
CMT Restructure	+263,000	
Property Restructure	+32,620	
<b>Less repayments to reserves:</b>		
Wellsprings underspend returned to Reserves	-246,000	
<b>Total Use of Reserves to support the 2006/07 budget</b>		<b>+314,160</b>
Transfer of earmarked reserves (as agreed by the Executive on 7 March 2007)		-347,072
<b>Expected Balance carried forward 31 March 2007</b>		<b>-1,483,856</b>

3.2 The draft outturn for 2006/07 is set out in summary in Appendix 'A', and is set out in four main columns as follows: -

1. The Original Budget approved by Full Council on 21 February 2006 (Column 1)
2. The Current Budget including all supplementary estimates and virements during the year, which have been approved by the Executive. (Column 2)
3. The Draft Outturn Position (Column 3)
4. The Variance between the Current Budget and the Draft Outturn (Column 4).

3.3 The last budget monitoring report to the Review Board, February 2007, reported a projected overspend of £340k.

3.4 The Accounts for 2006/07 have now been closed. Appendix A shows that the actual position for the last financial year was an overspend of £241,696 or 1.9% more than the approved authority expenditure. The main reasons for this are shown in the following table: -

<b>Expenditure Head</b>	<b>Variation £</b>	<b>Comments</b>
Overspend reported to Review Board	+340,000	Please see February 2007 Review Board Performance Report
<b>Additional Costs</b>		
Provision for bad debt	+153,000	Due to an increase in the overall level of outstanding Sundry Debts at the year end, an increase to the Bad Debt Provision is required.
Enforcement Expenses	+18,000	Court costs incurred where higher

		than predicted
Electoral Services	+17,800	Higher costs incurred on the preparation for elections due to new regulations re postal voting
<b>Reduced Costs</b>		
Homelessness	-72,000	Bed and breakfast cost were not as high as predicted and more sundry debts have been raised in order to recover costs incurred.
<b>Additional Income</b>		
Increased income for Land Charges	-30,000	There was an increase in activity within the housing market during the Spring resulting in additional income
Off-Street Parking Income	-107,000	Higher daily and season ticket income than predicted
On-Street Parking Income	-85,000	Additional income
Investment Income	-151,000	Increased interest rates as set by the Bank of England during the last quarter of 2006/07 together with higher than anticipated cash balances
Licensing Income	-36,000	Higher income during January to March than predicted
Planning Income	-55,000	Higher than anticipated income during Jan-March due to several significant planning applications being made in the last quarter of the year.
Housing Benefit Subsidy	-90,000	More income than that reported through budget monitoring. This represents an extra 0.40% income compared to a budget of £22m.
Council Tax cost recovered	-35,580	The new Revenues system (IBS) calculates the amount of costs recovered in a different way from the previous in-house IT system and effectively means that income from costs recovered is realised earlier in the GF.
<b>Reduced Income</b>		
Rental Income - Moorfields	36,950	Reduced rental income
Tourist Information Centre (TIC)	17,740	The TIC were unable to breakeven
Other minor budget variations	44,370	Various
<b>Total Net Over/ (Underspend)</b>	<b>-33,720</b>	

Stock Options	+275,416	The General Fund is required to contribute in part towards the costs of the Stock Options Project. This represents costs incurred on project activities other than statutory consultation with tenants, which has to be funded by the HRA. This includes funding for costs incurred in areas such as legal fees, the Council's own consultants and a proportion of project staff. This amount has provisionally been agreed with the Council's external auditor.
<b>Total Net Over/ (underspend) contribution after Stock Options towards</b>	<b>+241,696</b>	

### 3.5 General Fund Reserve

The current budget required a total of £314,160 from the General Fund Reserve to support expenditure, the overspend detailed in paragraph 3.4 will now increase this to £555,856. Therefore the current position of the General Fund Reserve is:

	£	£
Expected balance carried forward @ 31 March 2007 (as per the table in 3.1 above)		<b>1,483,856</b>
Overspend 2006/07		<b>-241,696</b>
<b>Actual balance @ 31 March 2007</b>		<b>1,242,160</b>

### 4.0 Capital

4.1 The updated General Fund Capital Programme for 2006/07 showed a total expenditure budget of £6,245,054 including General Fund Housing. The final outturn position shows total expenditure of £6,064,230, leaving an underspend of £180,824. The overall under spend is the net result of minor over and under spends on projects across the entire programme.

4.2 Corporately, the net position on General Fund resources, available to fund future capital expenditure, is £354k. This includes the recent capital receipt, which has been generated from the sale of Highfields, and is as yet uncommitted. A further report on the demands on the capital programme will be presented to Members shortly.

## HOUSING REVENUE ACCOUNT

### 5.0 Revenue

5.1 The Housing Revenue Account has also been closed using estimated subsidy figures.

5.2 The last budget monitoring report to the Review Board in February 2007 reported an underspend of £486k, leaving a working balance of £2,468k.

Members were verbally updated at that meeting that redundancies arising as a result of the recent housing restructure would cost the HRA £147k in 2006/07, reducing this working balance to £2,321k.

5.3 The Outturn shows a working balance carried forward into 2006/07 of £2,659,390, which is £338k more than that previously reported.

5.4 The variance of £338k arises for the following reasons:

<b>Heading</b>	<b>£'000</b>
Loss of Rental Income from Increased Right to Buy Sales	131
Additional Income from Service and Other Charges	-292
Additional Income from Supporting People funded Services	-75
Increase in Subsidy Payable to DCLG	63
Reduced creditor liabilities from 2005/06 which result in a credit to the HRA in 2006/07 (Sale of Meals Income re 05/06)	-68
Increase in Maintenance on Voids and Relettings (Partly offset by income from Other Charges above)	136
Increase in General Maintenance	93
Increase in Gas Servicing (due to replacement of boilers identified through servicing works)	55
Increase in Expenditure on Leasehold Flats (matched by additional income above)	50
Reduction in Bad Debt Provision due to better than anticipated collection rates	-13
Increase in Interest Receivable due to higher working balance and increases in interest rates throughout the latter part of 2006/07	-72
Reduction in contribution to Stock Transfer Project Reserve due to Contribution from General Fund and Reduced Expenditure in Year (see paragraphs 3.4 and 5.5)	-302
Other variances	-44
<b>TOTAL</b>	<b>-338</b>

Further details are shown in Appendix B.

5.5 Members should note that the contribution from the General Fund regarding the Stock transfer project is not a true underspend, merely a timing difference. In preparing the HRA budgets for 2007/08 onward officers did anticipate this income but did not expect it to be received until 2007/08.

The working balance position projected forward into 2007/08 now becomes:

	<b>2006/07 Current Estimate £'000</b>	<b>2006/07 Actual £'000</b>	<b>2007/08 Current Estimate £'000</b>	<b>2007/08 Revised £'000</b>
Opening Balance	2,009	2,009	2,321	2,659
Add Surplus in Year	312	650	376	376
Less Transfer from Reserve Included in Surplus				(290)
Less Restructure Costs per Exec Report of 4 <sup>th</sup> April			(472)	(472)
<b>Closing Balance</b>	<b>2,321</b>	<b>2,659</b>	<b>2,225</b>	<b>2,273</b>

We can see from the table above that although there are some variances between the current estimates and the actual/revised figures, the difference between that expected in March 2008 and the Revised equivalent is only £48k. This is the true underspend in 2006/07.

### **Deane Helpline**

5.6 The balance on the Deane Helpline Trading Account at 31st March 2007 amounts to £23,020 compared to the revised estimate of £21,770. It should be noted that this balance remains after making an in-year contribution to the General Fund of £30,000. The Service is in a good position now to move forward and look to build its customer base. Officers are currently bidding for new work and any successes will be reported through budget monitoring.

### **6.0 HRA Capital**

6.1 HRA capital expenditure for the year amounted to £4,618k against a current budget of £4,394k, an overspend of £224k. This overspend will reduce the programme available in 2007/08. However, Members should note that increased Right To Buy sales and the sale of other Housing Assets means that Usable Capital Receipts for the year were some £566k greater than the budget. Officers are currently working on how best to allocate these resources, in line with Council policies, and an update on this will follow through budget monitoring.

### **7.0 DEANE DLO**

7.1 During the year the Deane DLO broke even overall. The balance on the DLO Reserve as at 31 March 2007 will be £447,936.

7.2 A summary of performance for both 2005/06 and 2006/07 is shown below:

<b>Deane DLO</b>	<b>Surplus/(Deficit) 2005/06 £000</b>	<b>Surplus/(Deficit) 2006/07 £000</b>
Highways	(41)	13
Grounds Maintenance	(9)	(12)

Building Maintenance	170	12
Cleansing	(49)	(13)
<b>Total</b>	<b>71</b>	<b>0</b>

## 8.0 CORPORATE STRATEGY 2006/09

8.1 The Objectives of the Council, together with the Key Actions to attain them, were listed within the Corporate Strategy 2006-2009, approved by the Executive on 8<sup>th</sup> February 2006.

8.2 Progress for the year (April 06 – Mar 07) against these 17 objectives is good. Details are reported in Appendix D of this report and summarised as follows:

<b>Corporate Objectives</b>	
On Course ☺	13 (76%)
Off Course ☹	1 (6%)
Partially Completed or Action Pending ☺	3 (18%)

## 9.0 PERFORMANCE INDICATORS 2006/07

9.1 The monitoring for the period 1<sup>st</sup> April 2006 to 31<sup>st</sup> March 2007 included a total of 101 statutory and local performance indicators where we monitored progress against targets. Based on actual results for the year, performance has been good:

<b>Performance</b>	<b>Statutory</b>	<b>Local</b>	<b>Total</b>
On-Target ☺	51 (61%)	6 (35%)	57 (56%)
Off-Target ☹	33 (39%)	11 (65%)	44 (44%)

Our performance has been slightly better than the previous year, 2005/06 (when 54% of performance indicators were on target). This shows continuous good progress for the Council as inevitably incremental improvement becomes more difficult over time, as the scope for further improvement decreases.

It is also important to note that our performance met the improvement targets set for 61% of the Best Value Performance Indicators (those set by the government). We didn't do as well for the local performance indicators however these are 'in-house' PIs which although important to us do not carry the same significance.

9.2 The performance indicators and targets are those, which were set in the Annual Report 2006/07.

9.3 Details in respect of indicators off-target are described in Appendix E.

## 10.0 EFFECT ON CORPORATE PRIORITIES

10.1 As this report covers all aspects of the Council's performance, all corporate priorities are affected.

## **11.0 RECOMMENDATION**

11.1 The Executive is requested to:

- a) Note the draft outturn positions on revenue and capital for both the General Fund and Housing Revenue Account for 2006/07.
- b) To note the performance against targets for both the Corporate Strategy and Performance Plan for 2006/07.

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### **Background Papers:**

- Executive 8 February 2006, Revenue Budget Setting 2006/07
- Review Board 22 February 2007, Financial/Performance Monitoring: April to December 2006
- Executive 7 March 2007, Quarter 3 Budget Monitoring Update
- Executive 4 April 2007, Restructure of the Housing Service

## Appendix A

**TAUNTON DEANE BOROUGH COUNCIL  
GENERAL FUND REVENUE OUTTURN 2006/07**

Actual 2005/06 £	Portfolio	Original Estimate 2006/07 £	Current Estimate 2006/07 £	Actual Expenditure 2006/07 £	Variance £
22,690	Communications	0	30,020	7,500	(22,520)
485,971	Community Leadership	567,890	567,320	686,117	118,797
1,641,042	Corporate Resources	1,723,640	1,994,910	1,137,382	(857,528)
1,483,290	Economic Dev. Property & Tourism	1,498,340	1,541,960	1,449,648	(92,312)
4,148,007	Environmental Services	4,627,790	4,782,260	4,794,323	12,063
1,986,852	General Services	1,673,700	1,435,780	1,761,902	326,122
2,137,053	Housing Services	2,415,680	2,415,680	2,599,383	183,703
3,658,661	Leisure, Arts & Culture	3,423,810	3,444,400	2,706,415	(737,985)
754,454	Planning Policy & Transportation	653,630	686,310	573,977	(112,333)
<b>16,318,020</b>	<b>Total Service Expenditure</b>	<b>16,584,480</b>	<b>16,898,640</b>	<b>15,716,647</b>	<b>(1,181,993)</b>
(3,396,316)	Asset Management Revenue Account	(2,826,340)	(2,826,340)	(2,082,081)	744,259
156,899	Contribution to DLO Reserve re AMRA	136,410	136,410	106,643	(29,767)
(647,521)	Loans Fund Principal	(635,150)	(635,150)	264,370	899,520
28,272	Contribution to V & P Account	40,580	40,580	38,739	(1,841)
(762,363)	Interest Income	(600,160)	(600,160)	(771,482)	(171,322)
(193,646)	Contribution from General Fund Balances	0	(314,160)	(555,856)	(241,696)
<b>11,503,345</b>	<b>Authority Expenditure</b>	<b>12,699,820</b>	<b>12,699,820</b>	<b>12,716,980</b>	<b>17,160</b>
26,520	Special Expenses	27,320	27,320	27,320	0
<b>11,529,865</b>	<b>Borough Expenditure</b>	<b>12,727,140</b>	<b>12,727,140</b>	<b>12,744,300</b>	<b>17,160</b>
316,552	Parish Precepts	332,574	332,574	332,574	0
<b>11,846,417</b>	<b>Budget Requirement</b>	<b>13,059,714</b>	<b>13,059,714</b>	<b>13,076,874</b>	<b>17,160</b>
(3,032,288)	Contribution from NNDR Pool	(6,500,220)	(6,500,220)	(6,500,221)	(1)
(3,737,807)	Revenue Support Grant	(1,254,774)	(1,254,774)	(1,271,934)	(17,160)
	<b>Surplus on Collection Fund</b>				
21,312	Council Tax	(3,710)	(3,710)	(3,709)	1
<b>5,097,634</b>	<b>Net Expenditure to be Raised by Council Tax</b>	<b>5,301,010</b>	<b>5,301,010</b>	<b>5,301,010</b>	<b>0</b>

**GENERAL FUND RESERVE BALANCE 2006/07**

<b>1,485,850</b>	<b>Balance b/f 1 April</b>	<b>1,383,364</b>	<b>1,383,364</b>	<b>1,383,364</b>	<b>0</b>
91,160	Transfer from Provisions and Reserves	67,580	414,652	414,652	0
(542,320)	Supplementary Estimates Agreed 05/06	0	(560,160)	(560,160)	0
203,910	Monies returned to Reserves	0	246,000	246,000	0
100,000	Contribution from Deane Helpline	0	0	0	0
44,764	Contribution from/(to) GF Balances	0	0	(241,696)	241,696
<b>1,383,364</b>	<b>Balance c/f at 31 March</b>	<b>1,450,944</b>	<b>1,483,856</b>	<b>1,242,160</b>	<b>241,696</b>

## Appendix B

**TAUNTON DEANE BOROUGH COUNCIL  
HOUSING REVENUE ACCOUNT 2006/07**

<b>Actual 2005/06 £</b>		<b>Original Estimate 2006/07 £</b>	<b>Current Estimate 2006/07 £</b>	<b>Actual 2006/07 £</b>	<b>Variance £</b>
		(1)	(2)	(3)	(4)
	<b><u>Income</u></b>				
16,587,350	Dwelling Rents	17,377,170	17,377,170	17,245,970	(131,200)
433,490	Non Dwelling Rents	421,500	421,500	431,040	9,540
457,240	Charges for Services/Facilities	358,990	358,990	650,720	291,730
215,070	Contribution towards expenditure on estates	214,900	214,900	220,500	5,600
(3,725,380)	Government Subsidy	(4,297,840)	(4,120,840)	(4,184,030)	(63,190)
87,150	Subsidy-Housing Defects Act	29,780	29,780	29,780	-
436,920	Supporting People	400,000	400,000	475,000	75,000
<b>14,491,840</b>	<b>Total Income</b>	<b>14,504,500</b>	<b>14,681,500</b>	<b>14,868,980</b>	<b>187,480</b>
	<b><u>Expenditure</u></b>				
4,186,340	Management General	4,310,870	4,326,590	4,213,260	(113,330)
4,937,890	Maintenance	5,001,520	4,670,520	5,018,930	348,410
10,560	Rent Rebates – contribution to GF	-	-	-	-
18,500	Provision for Bad Debt	50,000	50,000	36,420	(13,580)
13,111,190	Capital Charges-interest	12,972,400	-	-	-
3,427,300	Capital Charges-depreciation	3,514,310	3,514,310	3,514,280	(30)
74,520	Debt Management expenses	17,180	17,180	89,480	72,300
<b>25,766,300</b>	<b>Total Expenditure</b>	<b>25,866,280</b>	<b>12,578,600</b>	<b>12,872,370</b>	<b>293,770</b>
<b>11,274,460</b>	<b>Net Cost of Services</b>	<b>11,361,780</b>	<b>(2,102,900)</b>	<b>(1,996,610)</b>	<b>106,290</b>
(13,111,190)	Capital Charges-interest	(12,972,400)	-	-	-
821,390	Loan Charges-interest	843,110	843,110	773,020	(70,090)
(99,850)	Interest Receivable	(70,180)	(70,180)	(142,000)	(71,820)
<b>(1,115,190)</b>	<b>Net Operating Expenditure</b>	<b>(837,690)</b>	<b>(1,329,970)</b>	<b>(1,365,590)</b>	<b>(35,620)</b>
	<b><u>Appropriations</u></b>				
190,000	Transfer to (from) Stock Options Reserve	40,000	220,000	(82,110)	(302,110)
1,201,450	Revenue Contributions to Capital	797,690	797,690	797,690	-
<b>276,260</b>	<b>(Surplus)/Deficit</b>	<b>-</b>	<b>(312,280)</b>	<b>(650,010)</b>	<b>(337,730)</b>

**Working Balance**

2,285,640	Balance b/f 1 April	1,535,900	2,009,380	2,009,380	-
(276,260)	Net surplus in Year	-	312,280	650,010	337,730
<b>2,009,380</b>	<b>Balance c/f 31/3/2005</b>	<b>1,535,900</b>	<b>2,321,660</b>	<b>2,659,390</b>	<b>337,730</b>

## Appendix C

### How has our Investment in 2006/07 Contributed towards our Corporate Objectives?

As part of the "Use of Resources" External Assessment by the Audit Commission there is a requirement for the Council to look back and monitor how its financial plans and strategies have helped us meet our Corporate Objectives. This table helps demonstrate the achievements in 2006/07. In particular this focuses on new areas of investment made by the Council during the year.

Service Area	Original Budget 2006/07 £	Actual 2006/07 £	Impact on Corporate Objectives
General Fund Revenue			
Cycle Racks – additional funding	10,000	10,000	<b>Aim 2: Transport</b> <u>Objective 7</u> : "Reduce proportion of journeys in Single-occupancy vehicle"
Bus Shelters – additional funding	10,000	10,000	<b>Aim 2: Transport</b> <u>Objective 7</u> : Reduce proportion of journeys to work in Single-occupancy vehicle"
Concessionary Fares – expansion of the scheme	320,000	870,000	Aim 2: Transport
Town Centre Initiatives – helping to fund the Xmas Ice Rink	16,000	16,000	<b>Aim 4: Healthy Living</b> <u>Objective 14</u> : "Promote healthy activities to meet the needs of the wider community, responding to the needs of different age groups..."
Antisocial Behaviour Initiatives – expansion of the CCTV scheme	37,000	37,000	<b>Aim 3: Crime</b> <u>Objective 10</u> : "To reduce anti-social behaviour incidents by 15% from baseline figures by 2007/08"
Funding of Wiveliscombe Area Partnership	6,000	6,000	<b>Aim 1: Economy</b> <u>Objective 5</u> : "Support the development of the rural economy through facilitating and supporting agricultural diversification projects, business activity and land development."
Funding of Vision Delivery Team	155,000	155,000	<b>Aim 1: Economy</b>

			<u>Objective 1</u> : “Stimulate the creation of 14,000 new jobs in the Borough between 2006 and 2026... includes 6500 office based and admin jobs at Firepool by 2010 (through Project Taunton)...”
Funding of Legionella works	10,000	10,000	Aim 6: Delivery and Aim 4: Healthy Living
Contribution to Reserves re Leadership Development ( re: Members and senior officers)	15,000	15,000	<b>Aim 6: Delivery</b> <u>Objective 18</u> : “To provide value for money services where overall satisfaction with the Council is in the top quartile...”
Proposed New Revenue Contribution to Capital	150,000	150,000	Helping to part fund our overall capital programme objectives (see below)
General Fund Capital			
<b>Leisure Services</b>			
Grants to Clubs	59,500	41,630	<b>Aim 4: Healthy Living</b> <u>Objective 14</u> : “Promote healthy activities... responding to the needs of different age groups and recognising the contribution made from sports, arts and culture.”
Play Equipment – Grants to Parishes	31,000	8,630	<b>Aim 4: Healthy Living</b> <u>Objective 14</u> : “Promote healthy activities... responding to the needs of different age groups and recognising the contribution made from sports, arts and culture.”  <b>Aim 3: Crime</b> <u>Objective 10</u> : “To reduce anti-social behaviour incidents...”
Replacement & New Play Equipment	120,000	123,370	<b>Aim 4: Healthy Living</b> <u>Objective 14</u> : “Promote healthy activities... responding to the needs of different age groups and recognising the contribution made from sports, arts and culture.”

			<b>Aim 3: Crime</b> <u>Objective 10:</u> "To reduce anti-social behaviour incidents..."
<b>Corporate Services</b>			
Desk Top Hardware Refurbishment Prog.	60,000	58,080	<b>Aim 6: Delivery</b> <u>Objective 18:</u> "To provide value for money services where overall satisfaction with the Council is in the top quartile..."
Public Buildings – Disability Discrimination Act works	100,000	52,020	<b>Aim 6: Delivery</b> <u>Objective 19:</u> "To achieve level 5 of the Equality Standard for Local Government by the end of 2010."
<b>Environmental Services</b>			
Taunton/Bridgwater Canal (£10k per annum up to 2008/09)	10,000	10,000	<b>Aim 1: Economy</b> <u>Objective 5:</u> "Support the development of the rural economy through facilitating and supporting agricultural diversification projects, business activity and land development."
Taunton Crematorium – upgrade sound system & replace Lectern	6,000	6,780	<b>Aim 6: Delivery</b> <u>Objective 18:</u> "To provide value for money services where overall satisfaction with the Council is in the top quartile..."
<b>Economic Development</b>			
Deane DLO – purchase/lease of new small plant and vehicles (financed via lease/DLO funds)	126,950	122,450	<b>Aim 5: Environment</b> <u>Objective 17:</u> "To actively promote sustainability in Taunton Deane with a focus on climate change, energy efficiency and renewable energy, to reduce our carbon footprint..."
Funding of Project Taunton (Firepool and Town Centre)	1,155,490	1,155,490	<b>Aim 1: Economy</b> <u>Objective 1:</u> "Stimulate the creation of 14,000 new jobs in the Borough between 2006 and 2026..."

			<p>includes 6500 office based and admin jobs at Firepool by 2010 (through Project Taunton)..."</p> <p><u>Objective 3</u>: "Develop the Cultural Quarter..."</p> <p><u>Objective 4</u>: "...reduce deprivation in the most deprived wards in Taunton Deane..."</p>
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## APPENDIX D

### PROGRESS AGAINST CORPORATE STRATEGY ACTIONS (CORPORATE STRATEGY 2006-09) AS AT MARCH 2007

#### ECONOMY

Key Actions	Progress to 31 <sup>st</sup> March 2007
<p><b>OBJECTIVE 1:</b>  <b>Facilitate development of 47 hectares of brownfield employment land and stimulate the creation of 14,000 new jobs in the Borough between 2006 and 2026, of which 5% will be within the Creative Industries Sector.</b></p> <p style="text-align: right;"><b>On Course</b> 😊</p> <p><i>Head of Service: Tom Noall</i></p>	
<p>2006/07</p> <p>Produce an appraisal of the Borough's economy to use for a baseline to develop an Economic Development Strategy with a 3 year detailed action plan.</p>	<p>The Economic Development Strategy was reported to the Strategic Planning, Transportation and Economic Development Review Panel (SPTED) in December 06. From this an action plan has been developed. Baselines for individual actions and performance analysis are currently being considered and will include particular focus on deprivation measures.</p>
<p>2006/07</p> <p>Free up the Firepool development area for Project Taunton by relocating the Livestock Market (Spring 2007).</p>	<p>Taunton Market Auctioneers have agreed to vacate the livestock market no later than September 07. This will enable the active redevelopment of Firepool to commence.</p>
<p>2006/07</p> <p>Secure a preferred developer for Firepool, Project Taunton's key strategic employment site and commence commercial/employment development (Summer 2007).</p>	<p>Developer bids for Firepool were submitted prior to December 06. It is expected that a preferred developer will be chosen by June 07.</p>
<p>2006/07</p> <p>Kick start the Cultural Quarter of Project Taunton by beginning redevelopment of the Tangier site, including providing a new site for the library and records office (Spring 2007).</p>	<p>Negotiations are still taking place for sites and the final shape of the proposed Cultural Quarter for Project Taunton. The planning stage is expected to be completed in 2007.</p>
<p>2006/07</p> <p>Provide an agreed framework of planning policies to successfully implement the Urban Design Framework and Project Taunton, through adopting the Town Centre Area Action Plan (June 08).</p>	<p>A number of individual projects that include public realm proposals are now actively being advised by the consultant who carried out the original work. The TCAAP is now being progressed as part of the core statement for the Local Development Framework.</p>
<p>2006/07</p> <p>Examine the potential to establish Taunton Deane as</p>	<p>Creative Business BOOST is a new resource centre set up in July at the Brewhouse Theatre for artists and</p>

<p>a Regional Centre of Excellence for Creative Industries. Produce an action plan to develop business activities in Tourism and Culture.</p>	<p>other creative enterprises living and working across Somerset. An action plan has been produced and is currently being worked up with partners including TDBC.</p>
<p><b>Key Actions</b></p>	<p><b>Progress to 31<sup>st</sup> March 2007</b></p>
<p><b>OBJECTIVE 2: To encourage 30 new businesses to set up in Taunton Deane per year (5% from the Creative Industries Sector)</b></p> <p style="text-align: right;"><b>On Course</b> 😊</p> <p><i>Head of Service: Tom Noall</i></p>	
<p>2007/08</p> <p>Secure a major business incubation centre for Taunton with facilities for up to 40 emerging micro and creative industries companies</p>	<p>Negotiations between Somerset College of Art and Technology (SCAT) and a specialist incubator centre developer are still ongoing. SCAT's aspirations for the site present challenges for the planning application. This project also features within the Waterlinks programme.</p>
<p>2006/07</p> <p>Cross-working within the Council and with partners to purchase / develop land for a minimum of ten small business units and to develop a further two hectares of serviced land for business use through S106 agreements. This includes the need to find suitable premises for firms relocating from the Taunton Trading Estate as a result of its redevelopment.</p>	<p>A six unit development of small business units at Blackdown Hills Business Park, Wellington was completed September 2006. All the units have now become occupied. Council owned property on Frobisher Way is being investigated with a view for a further 6 small business units. Further negotiations are underway for sites in Wiveliscombe.</p>
<p>2006/07</p> <p>Effectively work in partnership to promote new business start-ups, small business support and grant schemes to ensure that 250 businesses receive suitable advice, counselling and support in the Borough over the lifetime of this plan.</p>	<p>Council Business Support Grants have been awarded to 5 small businesses within the Borough. A total of 15 awards have been allocated by the end of the financial year. The Council is also contributing to a Somerset County Council led rural business grant scheme which will be reported on in due course.</p>
<p><b>Key Actions</b></p>	<p><b>Progress to 31<sup>st</sup> March 2007</b></p>
<p><b>OBJECTIVE 3: To reduce deprivation in Halcon and Lyngford, taking the four most deprived sub-areas from these wards out of the 25% most deprived 'super output' areas in the country by 2020. (Based on national index of multiple deprivation rankings)</b></p> <p style="text-align: right;"><b>On Course</b> 😊</p> <p><i>Head of Service: Tom Noall</i></p>	
<p>2006/07</p> <p>Work closely with the Project Taunton Delivery Team, LSC and SCAT to agree an approach for promoting new work opportunities and training provision resulting from Project Taunton. This is aimed at improving skills levels, job readiness and employment levels in these wards</p>	<p>The Project Taunton Delivery Team established and led a working group in June 06. An initial action plan is currently being developed with a range of economic development partners such as Somerset College for Arts and Technology (SCAT) and the Learning and Skills Council (LSC) with a view to early work on establishing training partnerships with successful</p>

	developers.
2006/07 Agree a local workforce arrangement with the RDA for employing a percentage of local labour for all development.	The Project Taunton Delivery Team is currently leading this work with ongoing discussions taking place.
2007/08 Deliver promotional events and workshops to engage the community and signpost training and work opportunities, grants and support.	The achievement of this objective is dependent on the above two objectives taking place first and is currently on track to be met.
2007/08 Council to facilitate between employers, community and partners to match people, skills, training and jobs.	The achievement of this objective is dependent on the above objectives taking place first. The Economic Development Unit is working closely with Young Enterprise to deliver an initiative concentrating on younger children. At present 17 out of 21 schools have signed up in Year 1.
2006/07 Develop Local Community Strategies for these two wards to support the above activities.	One Taunton Deane Community Strategy will be completed by April 2007 and will incorporate the local community strategies for these two wards.
<p><b>OBJECTIVE 4: Support the development of the rural economy through facilitating and supporting agricultural diversification projects, business activity and land development</b></p> <p style="text-align: right;"><b>On Course</b> 😊</p> <p><i>Head of Service: Tom Noall</i></p>	
2006/07 Facilitate and support ten rural agricultural diversification projects in the rural economy between 2006 and 2009.	The Wellington Food Town experience was successfully launched in December 2006. This one day event attracted over 5,000 visitors and led to almost £200,000 of local goods and products to be sold by local exhibitors. A further programme of activity is currently under consideration with plans still in place for a major food festival in September.
2006/07 Work with partners to develop two rural 'nodes' of business activity through diversification and promotion of creative and tourism business opportunities by 2009.	Two rural 'nodes' are still currently under consideration with partners.
2006/07 Facilitate the development of 20 hectares of employment land in Wellington and Wiveliscombe by 2009.	Five hectares of land in Wiveliscombe are actively under development proposals. A further 10 hectares from Chelston House Farm is expected to come to the market during 2007. We are on track to achieve this target by 2009.
2006/07 Facilitate the development of Tone Mill, Wellington as a cultural and creative industry 'node'.	The Tone Mill site is now under the ownership of a local developer who has worked closely with local interests to seek ways in which the complex can be sympathetically developed. A formal application for the redevelopment of the site was received in April 2007 with determination expected in July 2007.

## TRANSPORT

Key Actions	Progress to 31 <sup>st</sup> March 2007
<p><b>OBJECTIVE 5: Support the County Council as lead agency, to limit the rate of growth of traffic congestion in Taunton (vehicle delay target of 2,414 vehicle hours at 9am peak by 2011)</b></p> <p style="text-align: right;"><b>On Course</b> 😊</p> <p><i>Head of Service: Tom Noall</i></p>	
<p>2006/07</p> <p>Implement the Taunton car park strategy to operate up to 7 new strategically placed multi-storey car parks around the Taunton town centre.</p>	<p>Regulation 26 of the Taunton Town Centre Area Action Plan consultation on the preferred option included car park locations. For the first time this included the option for the Canon Street multi storey car park. We are now analysing the response to this. The next step is to prepare a draft plan to include policies and proposals for submission to the Secretary of State next September and October.</p>
<p>2006/07</p> <p>Promote the use of the Silk Mills Park and Ride Scheme.</p>	<p>The Silk Mills Park and Ride is up and running and uptake is currently exceeding expectations. Somerset County Council lead on this. A Park and Ride facility is now available from Silk Mills for Musgrove Hospital employees.</p>
<p>2006/07</p> <p>Work closely with the County Council to lobby for a clear timetable for delivery of the Taunton East Park and Ride Facility.</p>	<p>The Local Transport Plan 2 includes £4.4m funding set aside for the Taunton East Park and Ride. It is anticipated that a planning application will be submitted in the September 2007. It is likely that this would then be determined at the end of 2007 with scheduled implementation in 2008/09.</p>
Key Actions	Progress to 31 <sup>st</sup> March 2007
<p><b>OBJECTIVE 6: Support the County Council as lead agency, to reduce the proportion of journeys to work made in Taunton by Single Occupancy Vehicles (SOV)</b></p> <p style="text-align: right;"><b>On Course</b> 😊</p> <p><i>Head of Service: Tom Noall</i></p>	
<p>2006/07</p> <p>Deliver the actions in the Taunton Deane Borough Council Employee Travel Plan to achieve key targets including reducing the use of SOVs to 60% by March 2008.</p>	<p>The key actions for the Employee Travel Plan have now been implemented with a new cycle shed, car share implementation, staff parking changes and discounted park and ride travel for staff. Future activities include improvements to female shower facilities and negotiations with First Bus for discounted tickets and a bespoke service to Taunton Deane. A staff survey will be undertaken in April 2007 to analyse how staff travel behaviour has changed since the last survey in 2005. Following analysis of the survey results, further measures will be looked into.</p>
<p>2006/07</p> <p>Work in partnership with SCC to encourage top ten employers to achieve a transport modal shift to reduce SOV by 2011 (to align to SCC target).</p>	<p>The importance of changing travel habits to reduce congestion is emphasised when meeting with major employers. However, greater impact can be achieved through leverage of S106 policies (as below).</p>

<p>2006/07</p> <p>Develop a S106 policy to ensure that significant new commercial premises or major extensions to existing premises have a S106 agreement requiring submission and implementation of a travel plan.</p>	<p>The Taunton Town Centre Area Action Plan will contain policies and proposals. A S106 Supplementary Planning Document will be prepared by consultants Three Dragons and Roger Tym and Partners in 2007/08. The Core Strategy in September/October 08 will set out the preferred option for the whole of Taunton Deane.</p>
<p>2006/07</p> <p>Promote and publicise alternative modes of transport to local residents and businesses through targeted road-shows, campaigns and other means.</p>	<p>We continue to support Somerset County Council (SCC) to raise public awareness about transport issues.</p>

## **CRIME**

<b>Key Actions</b>	<b>Progress to 31<sup>st</sup> March 2007</b>
<p><b>OBJECTIVE 7: To reduce overall crime in Taunton Deane by 15% by March 2008</b></p> <p style="text-align: right;"><b>Target uncertain ☹</b></p> <p><i>Head of Service: Brendan Cleere</i></p>	
<p>2006/07</p> <p>Deliver Somerset Crime Reduction and Drug Strategy 2005-2008 by delivering objectives 8 and 9.</p>	<p>We have achieved our targets for 2006/07 for all the crime indicators with the exception for robberies which was marginally missed for this year and is still very low at a total of 31 incidents reported for the whole year.</p>
<p>2006/07</p> <p>Focus on reducing and preventing volume crimes (common assault, vehicle crime and criminal damage).</p>	<p>A new Strategic Assessment has now been produced to address emerging threats. This multi-agency approach will be ahead of a legislative requirement to work together in advance of the Police and Justice Act.</p>
<p><b>OBJECTIVE 8: To reduce the incidence of violent crime in Taunton Deane by 15% by 2008</b></p> <p style="text-align: right;"><b>On Course ☺</b></p> <p><i>Head of Service: Brendan Cleere</i></p>	
<p>2006/07</p> <p>Enforcement of new licensing laws to meet the four licensing objectives of public safety, prevention of nuisance, prevention of harm to children and prevention of crime and disorder.</p>	<p>We continue to enforce the new licensing laws to meet public safety, prevention of nuisance, prevention of harm to children and vulnerable adults and the prevention of crime and disorder.</p>
<p>2006/07</p> <p>Delivery of night-time economy plan in partnership with the police. Key actions being the 'three strikes' initiative and the 'drink safe, be safe' campaign.</p>	<p>We have met our target for reducing violent crime this year by working closely with the drink safe, be safe campaign. We are still investigating the purchase of biometric scanning machines to help reduce problems associated with the night time economy. These are point of entry machines which record personal details of who is in a nightclub. The three strikes initiative continues to be delivered and be successful. The</p>

	'drink safe, be safe' campaign is now being run by pub watch.
<b>OBJECTIVE 9: To reduce anti-social behaviour incidents by 15% from baseline figures by 2007/08</b> <b>Action Pending ☺</b> <i>Head of Service: Brendan Cleere</i>	
2006/07 Devise and deliver a program of actions to tackle anti-social behaviour hotspots, identified through our database and partnership working.	The anti social behaviour database went live in summer 06. This has been populated with incidents from January 07. We are now able to collate incidents across the council and through partnership working develop appropriate actions. We will continue to increase the number of reported incidents before setting baseline figures.
2006/07 Continue identifying and implementing youth diversionary activities and facilities.	Following a successful bid for Spark Plug Funding, two projects have been identified, one in Taunton and one in Wellington. These will both focus on graffiti art projects. Vibe continues to be successfully delivered. We are now looking at replicating the success of the Vibe Project model in South Hams which has been successfully delivered to a larger group of youths.
Tackle antisocial behaviour through partnership work, youth provision and diversion work, ASBOs, the three strike policy and other means.	A dozen Local Action Teams (LATs) are currently running with varying levels of activity, some of which is focused around youth provision and diversion work. Additional LATs are likely to be to be set up in the next few months.
<b>OBJECTIVE 10: To increase the percentage of residents who feel that their neighbourhoods are becoming safer to over 55% by 2009</b> <b>Action Pending ☹</b> <i>Head of Service: Brendan Cleere</i>	
2006/07 Implement the Somerset multi-agency action plan to reduce fear of crime.	There is no multi agency action plan. The "Safer and Stronger elements" of LAA should address this.

### HEALTHY LIVING

Key Actions	Progress to 31 <sup>st</sup> March 2007
<b>OBJECTIVE 11: To enable the building of 985 units of affordable housing between April 2006 and March 2011</b> <b>Off Target ☹</b> <i>Head of Service: Malcolm Western</i>	
2006/07 Planning Gain through Section 106 agreements – negotiations with developers to meet a targeted proportion of social housing and other subsidised housing, as outlined in the LDF.	<p>We have ongoing negotiations with developers regarding Section 106 agreements on sites. A total of 53 affordable units have been completed for 2006/07. Negotiations are ongoing between staff and developers for other sites. We still anticipate the number of units to increase to around 339 in 2007/08.</p> <p>The publication of Planning Policy Statement 3 (PPS) Housing in December 2006 has heralded a reduction</p>

	in the size of threshold on which affordable housing can be sought from 25 to 15 dwellings. Following approval from the Executive, this should become operational in April 2007 and could increase the output of affordable housing.
2006/07  Utilise council owned and other sites to develop social and other subsidised housing, as detailed in the Housing Strategy.	Four dwellings have recently been completed at Northfields, 8 at Murco, and 9 at Richards Crescent and 8 at Gatchells. Other sites are currently in the pipeline, the majority of which are windfall sites.  A multi million pound affordable housing development at the BT Building is underway to be ready for occupation in October. A 20 unit scheme has been started on site in Wiveliscombe.
2006/07  Deliver the Local Development Framework for all types of housing need, including low cost and social housing.	Consultation on the first part of the Local Development Framework, the Taunton Town Centre Area action Plan (TTCAAP), has taken place. The submission of the plan is now due in September/October 2007.
2006/07  Investigate new approaches to delivering intermediate housing to meet targets from the ARK report.	We have developed the methodology for intermediate housing. This has been agreed and incorporated into a S106 agreement for the development at Chelston. This is now being used in negotiations for other sites.  Discussions and investigations are continuing on approaches to ensure low cost housing remains in perpetuity. This includes building sustainable developments on exception and departure sites and the possible creation of a land trust within the council.
<b>OBJECTIVE H12: To reduce the number of homeless households in temporary accommodation by 50% by 2010, with an emphasis on homelessness prevention</b>	
<b>On Course ☺</b>	
<i>Head of Service: Malcolm Western</i>	
<b>Key Actions</b>	<b>Progress to 31<sup>st</sup> March 2007</b>
2006/07  Prevention –Tackle the issues in the Planning Out Homelessness Strategy around preventing homelessness	Prevention is being focussed on as a key priority. The Housing Options section has now been reorganised to further strengthen its focus on prevention measures. The section is now participating in a major pilot scheme called Home Solutions which aims to look at making better use of the privately rented housing sector.
2006/07  Supply - Tackle the issues in the Planning Out Homelessness Strategy around increasing housing supply for the homeless	This is ongoing and we are trying to increase the amount of permanent accommodation. In addition we are aiming to reduce the temporary accommodation that is available and to use more private lets to fill this void.
2006/07  Support - Tackle the issues in the Planning Out Homelessness Strategy around improving support for the homeless	This is ongoing and we are continuing to tackle the issues identified within the Planning Out Homeless Strategy.

## ENVIRONMENT

Key Actions	Progress to 31 <sup>st</sup> March 2007
<p><b>OBJECTIVE 13: To increase to at least 75% the percentage of people who are satisfied with the cleanliness of their local environment by 2007 and to 78% by 2009</b></p> <p style="text-align: right;"><b>On Course</b> 😊</p> <p><i>Head of Service: Pete Weaver</i></p>	
<p>2006/07</p> <p>Holistic management of the environment, linking highways, parks, open spaces, car parks, river and canal and other street scene areas. Improved partnership and cross-service working.</p>	<p>We are continually reviewing and progressing in the holistic management of the environment. All budgets for this are managed centrally and there is good cooperation between all units.</p>
<p>2006/07</p> <p>Improve methods and approach to street cleansing such as taking a responsive approach to tackling areas that need cleaning (rather than strictly following a rota).</p>	<p>We have been working with community groups to improve street cleaning. Responsive approaches are made regarding reports of areas that need cleaning such as fly tipping in the river. We also have a precinct road sweeper who targets areas that need additional cleaning.</p>
<p><b>OBJECTIVE 14: To increase the percentage of household waste recycled to 34% by the end of 2006 and 50% by the end of 2009</b></p> <p style="text-align: right;"><b>On Course</b> 😊</p> <p><i>Head of Service: Pete Weaver</i></p>	
<p>2006/07</p> <p>Complete the roll out of the Sort It! Service to a further 15,000 households in May and then the remaining households in the Deane by October 2006.</p>	<p>The completion of the Sort It! Service has now been fully implemented. For 2006/07 24% of household waste was sent for recycling and 17% for composting. Therefore we have achieved our statutory targets for this year.</p>
<p>2006/07</p> <p>Expanded delivery, promotion and enforcement of the recycling service, focussing on maintaining high levels of awareness, overcoming obstacles and enforcing compliance where necessary</p>	<p>Following roll out it is important to maintain the service and ensure that it is embedded. We are identifying problems and issuing press releases and site visits. The waste enforcement officer will be able to serve fixed penalty notices and we are investigating the feasibility of further measures to enforce compliance where necessary.</p>

## DELIVERY

<p><b>OBJECTIVE 15: To provide value for money services where overall satisfaction with the Council is in the top quartile nationally, over 60% of national BVPIs perform above English average and council tax charges are in the lowest quartile when compared with other English districts</b></p> <p style="text-align: right;"><b>On Course</b> 😊</p> <p><i>Head of Service: All</i></p>	
<p>2006/07</p> <p>Achieve a minimum Level 3 rating for CPA 'Value for Money' annual assessment by implementing key</p>	<p>We achieved 'Level 3' again in our March 2007 Inspection Letter which is top quartile performance. We have developed an improvement plan to enable</p>

recommendations from the Audit Commission assessment of the Council.	further improvement against the CPA criteria.
2006/07 Improve customer perception and satisfaction of the Council through delivering the five core communications actions recommended by the LGA (Local Government Reputation Project) that promote effective communication.	We currently deliver the five core communications actions through media management, brand management, an A-Z of services, internal communications and a Style guide. We have recently conducted a staff survey and a survey on the impact of ISiS which particularly focused on internal communications. We continue to maintain good relationships with local media and monitor our media coverage.
2006/07 Strengthen the role of Scrutiny at the Council to drive improvement, including developing the review of Value for Money and Performance.	The Scrutiny Officer has worked with all of the panels to develop Member-owned forward programmes. We are using a 'dashboard' approach to performance reporting to attain better focus on performance issues and we are undertaking more Task and Finish reviews that drive improvement on specific issues. We are commencing a Corporate project to review Scrutiny in May 2007.
2006/07 Develop Corporate Procurement in line with the National Procurement Strategy and other Best Practice to achieve better quality, cost effective services.	A joint procurement strategy has been developed with Somerset County Council. This will be further developed with IBM through ISiS. We are working closely with ISiS to deliver a Procurement transformation project that will totally change our approach to procurement in the future.
<b>Key Actions</b>	<b>Progress to 31<sup>st</sup> March 2007</b>
<b>OBJECTIVE 16: To achieve level 5 of the Equality Standard for Local Government by the end of 2009</b>	
<b>On Course</b> 😊	
<i>Head of Service: Brendan Cleere</i>	
2006/07 Deliver effective Equalities Training to managers, staff and councillors and ensure this training is implemented at every level through the staff appraisal, committee reporting and service planning mechanisms.	A training plan has been devised in light of the comments received from an equalities audit. Funds have now been earmarked for the training and a general awareness course for staff and councillors will be implemented shortly.
2006/07 Working through the requirements to progress the Council through Levels 2 to 5	An Annual report has been completed on Equality Impact Assessments. The Corporate Equality Scheme action plan has now been agreed and set for 3 years. Level 2 of the Equality Standard has been achieved.
2006/07 Improved engagement of BME communities through good service interface, use of an Equalities Forum and translation policies - all informed through customer feedback.	The Equality Impact Assessments have thrown up issues around the need for a corporate approach for engagement and consultations with BME communities. Dates have now been set for regular equality forums to meet.

Key Actions	Progress to 31 <sup>st</sup> March 2006
<p><b>OBJECTIVE 17: To ensure that 90% of service enquiries to the Council are resolved at the first point of contact by 2015.</b></p> <p style="text-align: right;"><b>On Course</b> 😊</p> <p><i>Head of Service: Kevin Toller</i></p>	
<p>2006/07</p> <p>Revise the Customer Relationship Management System to manage additional services and expand to the Wellington Community Office (2006).</p>	<p>This objective is on track to have all programmed services on board. We are working on our next phase and have already taken on services that are not included in the original plan.</p>
<p>2006/07</p> <p>ISiS Review – investigating a joint venture scheme to provide Council support and transactional services (2007).</p>	<p>IBM has now been selected as our Preferred Bidder by Taunton Deane Borough Council and the County Council. It is anticipated that negotiations will be concluded and the contract signed by the end of June 2007. Avon and Somerset Police Authority has also agreed to examine the potential for the police to join the proposed Joint Venture Partnership and will be considering the proposals put forward by IBM.</p>
<p>2006/07</p> <p>Implement the Customer Access Strategy to deliver our services where and when they are required (2006 onwards).</p>	<p>A Customer Access Strategy and vision has been developed. An implementation plan has been reported and agreed by CMT.</p>
<p>2007</p> <p>Implement appropriate HR policies to manage the cultural change and workforce development required to achieve the above key activities</p>	<p>Effective Recruitment processes have been implemented to ensure that new positions within in scope services for ISiS are recruited on an appropriate basis; this also applies to other major projects with major employment implications. A dedicated HR resource to support the implementation of ISiS (and other projects) and any major cultural change which arises has been in place for some time now and continues to work on policies and day to day professional support .</p> <p>A good number of key organisational development programmes have been achieved. This includes leadership training, change management and the development of CMT both as a group and as individuals. A talent management process is being developed. Transition planning for progress towards the implementation of ISIS is now a priority piece of work.</p> <p>The payroll function has now transferred to County. We are working closely with SCC to ensure success of the payroll transition.</p> <p>Much progress has been made with the implementation of the new Job Evaluation Scheme. Almost all jobs have now been evaluated and a new pay and grading structure is being worked on. Consultations with Unison and Staff Side are progressing and it is intended to advise staff of their new grades early June 07.</p>

**APPENDIX E  
MONITORING OF 2006/07 STATUTORY AND LOCAL PERFORMANCE  
INDICATORS**

**ECONOMY**

<b>LPI 47 Percentage of available commercial premises let</b>		
Target: 90%	2005/06: 87.5%	2006/07: 82.8%
<b>LPI 48 Percentage of available industrial premises let</b>		
Target: 90%	2005/06: 93.3%	2006/07: 79.7%
<p>Throughout the year, a number of the market units became available when tenants did not renew their contracts. With the planned redevelopment of the livestock market due to commence in summer 2007 the Council could subsequently only let these units on a short term let. No interest has been shown in these premises and the units are due to be demolished in 2007/08.</p> <p>We have recently built 7 new units at Blackdown Business Park. Two are let but five have remained vacant, despite efforts to market them. This has had considerable impact on our overall performance for this indicator.</p>		

**CRIME**

<b>BV 127b Robberies per year per 1,000 population in the Local Authority area</b>		
Target: 0.28	2005/06: 0.29	2006/07: 0.29
<p>We have marginally missed the target for this indicator for 2006/07. The number of robberies remains very low with just 31 reported throughout the year.</p>		

<b>BV 174 The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population.</b>		
Target: 2	2005/06: 2.8	2006/07: 4.72
<p>The criteria for this performance indicator changed in 2005/06 to include incidents reported by housing tenants. Due to this change in criteria we are working in partnership with others to encourage the reporting of such incidents. There have been no additional reported incidents since April – June 06.</p>		

<b>LPI 30 Percentage of tenants who have reported anti-social behaviour / neighbour nuisance in the past twelve months, satisfied with the service received</b>		
Target: 65.0%	2005/06: 62.0%	2006/07
<p>Monitoring cards were mistakenly sent out to tenants before Estate Officers had the opportunity to deal with the reported issues. Furthermore it is considered that the question on the monitoring card can be misleading. To address this in 2007/08, the questions on the monitoring card will be made clearer and the definition of the PI aligned to this.</p>		

## HOUSING

### **BV 183a The average length of stay in bed and breakfast accommodation**

Target: 4 weeks	2005/06: 5 weeks	2006/07: 5 weeks
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The numbers we are placing in B&B have reduced dramatically but this is not reflected in the BVPI calculation. We now only place families in B&B when we have exhausted all other possibilities. This means that the cases that are going in B&B are, in the main the "hardcore" cases that are difficult to resolve. Inevitably this can mean that they are remaining in B&B slightly longer.

Additionally the indicator dictates that only cases where the duty has ended can be included. When we discharge our duty to homeless households they were sometimes in B&B a year or more ago. This means that the PI is in some ways reflecting the position we were in regarding B&B some time ago rather than the situation as it is now.

This indicator is no longer required for 2007/08.

### **BV 184a The proportion of local authority dwellings which were non-decent at the start of the financial year.**

Target: 14%	2005/06: 12.8%	2006/07 17.4%
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### **BV 184b The percentage change in proportion of non-decent dwellings between the start and end of the financial year**

Target: 19.0%	2005/06: -24.9%	2006/07: 15.5%
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This indicator was audited in October for the 2005/06 result submitted. It was subsequently recalculated as previous figures submitted were given for the end of year rather than the beginning and also how a non decent home was classified by the council was recalculated following a survey by Savills. Therefore the target was not achievable for 2006/07.

In terms of 184b, the current programme of works is arranged by area rather than by properties that currently fail the Decent Homes Standard. This means that we are carrying out work to properties that currently fail and also to properties that will fail by 2010. This has proved to be a more efficient way of working, but in effect this has meant that we have made Decent properties that were not yet Non-Decent.

### **BV 202 The number of people sleeping rough on a single night within the area of the authority**

Target: 3	2005/06: 4	2006/07 10
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In previous years, estimates have been made on the number of people sleeping rough by contacting relevant agencies. This year a full count was undertaken on 22 March and 10 people were found to be sleeping rough. Housing Options met with CLG officials in May to look at the ways of reducing this number and set targets for future years.

### **LPI 60 The proportion of planned repairs and maintenance expenditure on HRA dwellings compared to responsive maintenance expenditure on HRA dwellings**

Target: 62.0	2005/06: 59.0	2006/07: 53.0%
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We spent over £384,000 more on responsive repairs in 2006/07 compared to 2005/06. This increase has impacted on our planned repair spend, illustrated in the £1.2million less spent on planned repairs in 2006/07 compared to 2005/06.

**LPI 61 The proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non-urgent repairs expenditure to HRA dwellings**

Target: 15.0%	2005/06: 16.2%	2006/07: 16.0%
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During the cold snap in late autumn/early winter figures for the year to date peaked at 17.28%. This was caused by an increased number of emergency calls classed as priority 1 or 2 rating due to the poor weather conditions. Whilst we have improved our performance for the last quarter we have fallen short of our target for the year.

**LPI 35 Overall tenant satisfaction with repairs service**

Target: 98.5%	2005/06: 97.0%	2006/07: 98.0%
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Only one repairs satisfaction survey was undertaken in the due to the impact of the housing restructure. This was carried out in November at the time of the Housing Stock Transfer Project. Some repairs took longer to complete due to the impact of this at the time.

**LEISURE**

**BV 218b Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle.**

Target: 82%	2005/06: 81.46%	2006/7: 75.8%
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During the second and third quarter there was an increase in the number of higher quality vehicles being reported as abandoned. Removing newer abandoned vehicles requires more work than old vehicles, as owners have to be traced, delaying removal. If we remove these vehicles we would have to take them to storage yards rather than scrap, and hence incur increased costs for the Council. Thus every effort is made to trace the owner and get them to claim the vehicle as quickly as possible.

**ENVIRONMENT – SUSTAINABILITY**

**82a(i) Percentage of household waste arisings which have been sent by the Authority for recycling**

Target: 30%	2005/06: 18.9%	2006/07: 23.9%
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**82a(ii) Total tonnage of household waste arisings which have been sent by the Authority for recycling.**

Target: 11482	2005/06: 7138	2006/07: 8669
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Whilst we have improved on our performance from 2005/06 we overestimated the anticipated proportion of household waste arisings that we would send for recycling. Phase three of Sort It! was rolled out in May 2006 and phase four in October 2006 so recyclable waste was only collected across the whole Borough for the last 6 months of the year. However, it is useful to note that we exceeded our overall target by 0.98% when combining waste sent for recycling (82ai) and waste sent for anaerobic digestion (82bi).

## LOCAL ENVIRONMENT

<b>LPI 41 Area of Local Nature Reserve per 1,000 population</b>		
Target: 1.05	2005/06: 0.93 ha	2006/07: 0.93 ha
The additional Local Nature Reserve that we had hoped to confirm this year is a site, Otterhead Lakes, owned by Wessex Water who have yet to lease it to the Otterhead Estates Trust. Our management agreement will be with the Otterhead Estates Trust. We are still hoping to complete this designation in 2007/08.		

## CORPORATE HEALTH

<b>BV 8 The percentage of invoices for commercial goods and services, which were paid by the authority within 30 days of such invoices being received by the authority</b>		
Target: 97.8%	2005/06: 97.6%	2006/07: 97.0%
We have narrowly missed this target for this quarter. 100% of the invoices received by accounts are paid within a week. However there can be a delay in managers passing on the invoice for payment. Accounts do make regular reminders to managers as to the requirements of paying on time and specifically within the 30 day period or other terms in negotiated separately.		

<b>BV 9 Percentage of Council Tax collected</b>		
Target: 98.0%	2005/06: 98.1%	2006/07: 96.4%
<b>BV 10 Percentage of non domestic rates due for the financial year which were received by the authority</b>		
Target: 98.8%	2005/06: 98.0%	2006/07: 98.4%
Staff capacity has been severely affected by the resources needed for the switch to a new computer system and to investigate the new Joint Venture. Also less support was available from Customer Services as their system is not yet compatible with the Revenues system.		

<b>BV 11b The percentage of top 5% of earners from black and minority ethnic communities</b>		
Target: 1.5%	2005/06: 0.0%	2006/07: 0%
<b>BV 11c The percentage of top 5% of earners who have a disability</b>		
Target: 2.5%	2005/06: 0.0%	2006/07: 0%
We are currently reviewing our recruitment processes to ensure the authority is marketed as a good employer and the processes are fair, objective, transparent, efficient and effective. We are also looking to complete an electronic audit of staff who may wish to update their disability record due to changes in their circumstances or due to changes in the definition of disability in the last couple of years. We are also collecting employee related diversity data, monitoring trends and reporting these to Members, managers, Unison staff representatives and employees.		

<b>BV 12 The number of working days/shifts lost due to sickness absence</b>		
Target: 11.59 days	2005/06:11 days	2006/07: 11.62 days
We were on track to meet this target during the year. However, in March the number of long term sick was double that of the previous year. A key priority for us to reduce long term absence and we are putting in several processes to do this more efficiently. These are being reviewed at monthly update meetings specifically focussed on absence.		

<b>BV 14 The percentage of employees retiring early (excluding ill health retirements) as a percentage of the total workforce</b>		
Target: 0.7%	2005/06:1.7%	2006/07: 2.2%
The number of employees retiring early has risen due to the amount of people who have retired early in the latter part of the year. This is due to a number of restructures that have taken place where people have opted to retire early.		

<b>BV 86 Cost of waste collection per household</b>		
Target: £47.73	2005/06:£42.92	2006/07: £53.69
Phases three and four of the Sort It! Waste Collection programme weren't rolled out until May and October 2006 respectively. The set up costs involved meant we missed our target. Targets have been recalculated based on data collected since Sort It was fully operational and taking inflation into account. We are currently in the process of letting a new county-wide contract with our new contractor, commencing in October 2007. This should result in economies of scale and therefore cost savings. Now that Sort It! is fully operational across the Borough there won't be any additional set-up costs.		

<b>LPI 10 The percentage of telephone calls answered within 20 seconds</b>		
Target: 95.0%	2005/06: 80.6%	2006/07: 83.5%
The roll-out of phases 3 and 4 of the Sort It! waste programme created a significant increase in call levels this quarter and, together with difficulties in dealing with Council Tax queries due to a new system implementation, meant that we have been unable to make an improvement on our overall performance figure. Total calls answered by customer services have increased by nearly 20,000 in 06/07 compared to 05/06 resulting in calls per customer service advisor increasing from 98 per day to 120.		

<b>LPI 53 Percentage of staff turnover</b>		
Target: 12.0%	2005/06: 12.2%	2006/07: 15.7%
Staff turnover increased in the last quarter due to restructuring (housing) resulting in redundancies and early retirement. A number of dismissals also increased the figures for staff turnover.		

<b>LPI 54 Percentage variation of financial outturn against approved budget</b>		
Target: +/- 0.45%	2005/06: -1.5%	2006/07: +1.9%
See main body of this Outturn report for explanation		

<b>LPI 55 Percentage of Audit Plan achieved</b>		
Target: 95%	2005/06: 77%	2006/07: 92.7%
<p>We underestimated the amount of Corporate advice the SWAP team would need to provide during 2006/07 (10 days allocated, 55 days provided). This increase was due to the Stock Transfer Project and ISiS Partnership and subsequently this reduced our capacity to deliver other audit work. Changes in personnel meant we had to recruit new members of staff who inevitably took time to settle into their roles and work plans, reducing the overall efficiency of the SWAP team. Furthermore sickness issues reduced our capacity to deliver the number of days work promised. Compounding this was the absence of TDBC staff due to the ISiS project which made gathering data difficult and time consuming in the latter two quarters.</p>		

## **EQUALITIES**

<b>BV 16a The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition</b>		
Target: 2.5%	2005/06: 2.0%	2006/07: 1.5%
<p>We are planning an audit of all staff to see if they wish to update their disability record due to changes in their circumstances or due to changes in the definition of disability in the last couple of years. We are currently working with the Corporate Equality Scheme on impact assessment. This will enable us to advance our knowledge and understanding of disability issues across Taunton Deane. Staff training will take into consideration disability issues when delivering services. Alongside this, we will be developing a disability leave policy which acknowledges leave specifically related to a disability.</p>		

<b>BV 17a The percentage of local authority employees from minority ethnic communities</b>		
Target: 1.5%	2005/06: 1.24%	2006/07: 0.5%
<p>We are currently promoting equality of opportunity through continuing annual workforce monitoring to identify the Council's employees; to develop an Equality and Diversity training programme including mandatory training, for Councillors / staff and e-learning resources; and to ensure equal access to training and support through the roll out of employees PRED appraisal scheme.</p>		

<b>BV 156 The % of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people</b>		
Target: 75%	2005/06: 65%	2006/07: 58%
<p>We are not on target to ensure 75% of our buildings are DDA compliant by the end of 06/07. Of the 39 buildings that we have, 22 are currently compliant. DDA compliant features for the Old Municipal Building throughout the building have been delayed and are now due to commence in April 07. Wellington Sports Centre: WC complies but work to provide an acceptable external access has still to be done. The Market Sales Ring, no action will be taken as the buildings are due for demolition as part of Project Taunton. Pavilions at Galmington and Hamilton Park are due to be demolished this year and new pavilions provided.</p>		

<b>BV 226a Total amount spent by the Local Authority on Advice and Guidance services provided by external organisations</b>		
Target: £98,877	2005/06: £95,500	2006/07: £90,500
<b>BV 226b Percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above.</b>		
Target: 91.1%	2005/06: 91.01%	2006/07: 90.06%
This indicator outcome is difficult to predict as it is dependent on the funding available to give to external organisations. We did not meet our target for both these indicators this year this due to a reduction of funding to the Citizens Advice Bureau.		

<b>BV 109 Percentage of planning applications determined in line with the Governments new development control targets to determine</b>		
<b>b) 65% of minor applications in 8 weeks</b>		
Target: 65%	2005/06: 68.7%	2006/07: 63.0%
<b>c) 80% of other applications in 8 weeks</b>		
Target: 85.0%	2005/06: 81.1%	2006/07: 74.1%
This is mainly due to the unsatisfactory performance of the new PARADISE computer system which has caused major delays in the processing of applications, resulting in turnaround targets not being met. Also an increase in the number of planning applications from 2005/06 resulted in more work for officers. There is a proposed increase in the number of staff in the department which should increase the number of determinations in the time limits.		

## **BENEFITS**

<b>BV 76a Housing Benefit Security – Number of claimants visited per 1,000 caseload</b>		
Target: 220	2005/06: 286	2006/7: 208.6
<b>BV 76b Housing Benefit Security – Number of Investigators per 1,000 caseload</b>		
Target: 0.4	2005/06: 0.42	2006/7: 0.29
<b>BV 76d Housing Benefit Security – Number of prosecutions/sanctions per 1,000 caseload</b>		
Target: 4.0	2005/06: 4.45	2006/7: 1
<b>BV 78a Speed of processing new claim to HB/CTB</b>		
Target: 23.0 days	2005/06: 22.5 days	2006/7: 44.1 days
<b>BV 78b Speed of processing changes of circumstances to HB/CTB</b>		
Target: 8.0 days	2005/06: 9.7 days	2006/7: 21.3 days
<b>BV 79a The percentage of cases within a random sample for which the Authority's calculation of Housing and Council Tax Benefit (HB/CTB) is found to be correct.</b>		
Target: 98.8%	2005/06: 99.6%	2006/7: 97.3%
<b>BV 79b (ii) HB Overpayments recovered as % of total amount of HB overpayment debt outstanding</b>		
Target: 55%	2005/06: 35.4%	2006/7: 30.5%

### **Benefits indicators**

The reasons for the missed targets are attributed to the introduction of the new computer system – staff resources moved to assist in conversion, training required on new system and downtime to convert data resulted in a backlog of work – made more difficult in that staff had to clear the backlog using unfamiliar systems.

### **HOUSING**

**BV 66b The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants.**

Target: 2.6%	2005/06: 2.4%	2006/07: 3.5%
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**BV 66d Percentage of local authority tenants evicted as a result of rent arrears**

Target: 0.10%	2005/06: 0.1%	2006/07 0.13%
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The new rent arrears protocol came into effect in October 2006, meaning that all local authorities had to change their working practise to focus on arrears prevention rather than taking court action against tenants in arrears. The team has also been understaffed due to vacant posts and maternity leave. The Stock Transfer has also had a negative impact on capacity

BV 66d – we have only missed the target marginally.