

## TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 21 JUNE 2006

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

#### PERFORMANCE MONITORING - OUTTURN REPORT ON 2005/08 CORPORATE STRATEGY, 2005/06 FINANCIAL OUTTURN AND 2005/06 PERFORMANCE INDICATORS

This matter is the responsibility of Executive Councillor Williams (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 2005/06 year.
- 1.2 In respect of budget monitoring the General Fund Revenue outturn shows an underspend of £45k, or -0.39%, when compared with the current budget, i.e., the budget for 2005/06 as approved by Council on 22 February 2005 plus any subsequently approved supplementary estimates and virements. The Executive propose to use this underspend towards potential additional Concessionary Travel costs within 2006/07.
- 1.3 The General Fund Capital Programme expenditure for the year amounted to £4,196,387 the total budget for the year was £9,678,963. The majority of this underspend will be slipped to the 2006/07 year. The revised budget for 2006/07 to 2008/09 will therefore be £15,363,143. The unallocated capital resources now total £481k.
- 1.4 The Housing Revenue Account draft outturn shows a Working Balance carried forward into 2006/07 of £2,009,384, which is £352,473 more than predicted in the most recent budget monitoring report.
- 1.5 HRA Capital expenditure amounted to £4,991k against a current budget of £4,913k. This will reduce the programme in 2006/07.
- 1.6 The DLO have made an overall profit of £70k.
- 1.7 The figures remain subject to external audit.
- 1.8 Corporate Strategy and Performance Monitoring has identified:
  - 83% of Corporate Strategy objectives are on course.
  - 54% 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 2005/06, and progress against the 2005/08 Corporate Strategy and 2005/06 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 2005/06, 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 28 June 2006.

## 2005/06 OUTTURN FIGURES

### GENERAL FUND

#### 3.0 Revenue

- 3.1 Members were presented with regular budget monitoring reports during 2005/06 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:

2005/06	Change during the Year £	Impact on General fund Reserve £
Original use of Reserves		0
Budgeted repayment to reserves		-91,160
<b>Plus supplementary estimates agreed during the year:</b>		
Property Services Restructure	+249,760	
Less supplementary estimate re additional ISiS costs	+120,000	
Redundancy of OMB Caretaker	+37,560	
Additional resources to implement the	+75,000	

new job evaluation scheme		
Additional debt costs from switching supported borrowing approvals from the HRA to the GF	+60,000	
<b>Less repayments to reserves:</b>		
VAT partial exemption monies not required	-83,910	
Repayment to reserves re Cotford St Luke S106 agreement	-120,000	
One off contribution from Deane Helpline	-100,000	
Total		+238,410
<b>Total Use of Reserves to support the 2005/06 budget</b>		<b>+147,250</b>
<b>Actual Balance brought forward 1 April 2005</b>		<b>-1,485,850</b>
<b>Expected Balance carried forward 31 March 2006</b>		<b>-1,338,600</b>

3.2 The draft outturn for 2005/06 is set out in summary in Appendix 'A', and is set out in four main columns as follows: -

1. The Original Budget approved by the Executive on 09 February 2005 (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, January 2006, reported an overspend of £121k. Since then Corporate Management Team have received further monthly reports which reduce this figure down to £63k.

3.4 The Accounts for 2005/06 have now been closed. Appendix A shows that the actual position for the last financial year was an underspend of £44,764 or 0.39% less 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	+121,000	
<b>Items reported to CMT Dec-Feb 2006</b>		
Licensing Income	-15,000	Additional Income
Car Park Income	-50,000	Additional Income
Planning Income	-25,000	Additional Income
Ice Rink	+31,000	Deficit funding
HB Subsidy	-110,000	Additional Income
Salaries Saving	-15,000	Further salaries saving identified within Housing

Homelessness	+80,000	Further increased costs
<b>Overspend reported to CMT</b>	<b>+63,380</b>	
<b>Additional Costs</b>		
Nursery	+56,490	Additional cost incurred in running the Deane DLO Nursery which has been recharged to users, i.e. Parks etc.
Provision for bad debt	+56,950	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.
Concessionary Travel	+37,470	Increased costs over that predicted re passes.
Homelessness	+16,390	Promotion of the rent deposit scheme as a way of reducing Bed and Breakfast occupation
<b>Reduced Costs</b>		
Flooding Hotspots Investigation	-24,180	No incidences that required immediate attention during the year
<b>Additional Income</b>		
Increased income for Land Charges	-41,980	There was a slight increase in the housing market in Spring than was predicted.
Car Park Income	-21,170	Higher than predicted income in the last few months of the financial year.
Investment Income	-140,200	There has been a reduction in cash balances held by other internal funds such as the HRA, this results in a greater proportion of interest being credited to the GF (further details are shown in the Treasury Management Outturn Report).
Licensing Income	-21,890	Various licensing income higher than predicted through budget monitoring.
Planning Income	-19,610	Higher than anticipated income in March.
HB Subsidy	-69,720	More income than that reported through budget monitoring. This represents an extra 0.33% income compared to a budget of £21m.
<b>Reduced Income</b>		

Blackbrook income	+88,770	Tone Leisure experienced a drop off in income during the latter part of the financial year. This has been repeated across their sites however only directly impacts the Council at Blackbrook Pavilion as this site has not yet fully transferred to the Leisure Trust.
Other minor budget variations	-25,464	
<b>Total Net Over/ (Underspend)</b>	<b>-44,764</b>	

It is encouraging to note that this underspend is less than in previous years, for 2004/05 the underspend was £163k or -1.49%.

### 3.4 General Fund Reserve

The current budget required a total of £238,410 from the General Fund Reserve to support expenditure, the underspend detailed in paragraph 3.3 will now reduce this to £193,646. Therefore the current position of the General Fund Reserve is:

	£	£
Expected balance carried forward @ 31 March 2006 (as per the table in 3.1 above)		<b>1,338,600</b>
Underspend 2005/06		<b>+44,764</b>
<b>Actual balance @ 31 March 2006</b>		<b>1,383,364</b>

3.5 The Executive wish to earmark this underspend for potential additional costs in 2006/07 arising from the enhanced Concessionary Travel Scheme.

### 4.0 Capital

4.1 The General Fund Capital Programme for 2005/06 showed a total expenditure budget of £9,678,963. The final outturn position shows total expenditure of £4,196,387, leaving an underspend of £5,482,576. The majority of the underspend is due to expenditure on the following schemes not proceeding as planned:

- Blackdown Business Park
- Disability Discrimination Act Works
- Flood Relief Scheme
- Tennis Centre Extension
- Land at Roughmoor/Vision
- Recycling

As is common for Capital budgets, which may span more than one financial year, the majority of the underspend, or slippage, has been rolled forward into the 2006/07 Capital Programme. The updated 2006/07 to 2008/09 Capital Programme now totals £15,363,143.

- 4.2 The amount of unallocated capital resources is now £481,000.
- 4.3 We are actively looking at ways of improving capital budget monitoring for 2006/07, with a view to identifying slippage sooner.

## HOUSING REVENUE ACCOUNT

### 5.0 Revenue

- 5.1 The Housing Revenue Account has also been closed using estimated subsidy figures (see 2.2 above).
- 5.2.1 The last budget monitoring report to the Review Board in January 2006, reported an overspend of £31k. Also a further contribution to capital by way of a supplementary estimate of £500k has been approved. Since then Corporate Management Team have received further monthly reports which have reduced this figure to an underspend of £90k. This was mainly due to a reduction in repairs and maintenance over the winter period.
- 5.3 The draft outturn shows a working balance carried forward into 2006/07 of £2,009,384, which is £352k more than that previously reported.
- 5.4 The reduced expenditure of £352k arises for the following reasons:

Heading	£'000
Additional Income from Rents and Service Charges	-98
Reduction in Rent Rebate recharge to GF, due to limit on cap	-71
Debt Management Expenses	53
Additional Interest on Working Balance	-13
Reduced subsidy	-57
Increase in Bad Debt Provision	18
Reduced windfall (supporting people)	93
Slippage in Maintenance Programme	-109
Lower management expenditure	-119
Reduced Interest Charges on HRA Debt	-49
<b>TOTAL</b>	<b>-352</b>

Further details are shown in Appendix B.

### Deane Helpline

- 5.5 The balance on the Deane Helpline Trading Account at 31st March 2006 amounts to £105,026 compared to the revised estimate of £99,884. It should be noted that this balance remains after making an in-year contribution to the General Fund of £100,000. The Helpline has also faced a particularly challenging year in which it has obtained the ASAP accreditation despite being at times under severe pressure from staff shortages. Having achieved the accreditation the Service is in a good position now to move forward and looks to build its customer base.

## 6.0 HRA Capital

6.1 HRA capital expenditure for the year amounted to £4,991k against a current budget of £4,913k, an overspend of only £78k. Due to the constricted resources available to finance capital expenditure within the HRA this overspend will reduce the programme available in 2006/07.

## 7.0 DEANE DLO

7.1 During the year the Deane DLO made a net surplus of £70,419. The balance on the DLO Reserve as at 31 March 2006 will be £385,641.

7.2 A summary of performance for both 2004/05 and 2005/06 is shown below.

Deane DLO	Surplus/(Deficit) 2004/05 £	Surplus/(Deficit) 2005/06 £
Highways	16,628	(40,566)
Grounds Maintenance	35,600	(9,404)
Building Maintenance	20,963	169,737
Cleansing	37,791	(49,348)
<b>Total</b>	<b>110,982</b>	<b>70,419</b>

7.3 During 2005/06 the DLO underwent some major changes to the way in which overheads were recharged to its individual trading arms. As a result the figures shown above for 2005/06 are not on a strictly comparable basis with 2004/05. Hourly rates for 2006/07 have now been recalculated to take into account the revised allocation methods.

## 8.0 CORPORATE STRATEGY 2005/08

8.1 The Objectives of the Council, together with the Key Actions to attain them, were listed within the Corporate Strategy and Performance Plan 2005-2008, approved by the Executive on 22<sup>nd</sup> June 2005.

8.2 Progress for the year (April 05 – Mar 06) against these 24 objectives is good. Details are reported in Appendix C of this report and summarised as follows:

Corporate Objectives	
On Course ☺	20 (83%)
Off Course ☹	1 (4%)
Partially Completed or Action Pending ☺	3 (13%)

## 9.0 PERFORMANCE INDICATORS 2005/06

9.1 The monitoring for the period 1<sup>st</sup> April 2005 to 31<sup>st</sup> March 2006 included a total of 68 statutory and local performance indicators. Based on actual results for the year, performance has been good:

Performance	Statutory	Local	Total
On-Target ☺	28 (54%)	9 (56%)	37 (54%)
Off-Target ☹	24 (46%)	7 (44%)	31 (46%)

Although performance against targets has not been as good as last year (when we had 60% on target) this is inevitable, as we set more stretching targets and the scope for improvement decreases.

- 9.2 The performance indicators and targets are those, which were set in the Council's Corporate Strategy and Performance Plan 2005-2008.
- 9.3 Details in respect of indicators off-target are detailed in Appendix D.
- 9.4 This Council, together with all the Somerset Districts, has been contributing to a Local Public Service Agreement between central government and Somerset County Council. The agreement is to achieve greater performance improvement than that which would normally be expected in certain government determined functions. In addition to improved services, the contributing councils can receive a reward grant if they deliver the agreement. One element of the agreement concerns a basket of 7 performance indicators. The final figures have yet to be audited, however we have easily exceeded our target. This information will now be collated with the other District Councils performance by the County Council. If we have all achieved our targets, we will be awarded a share of the reward grant by the County Council. Appendix E provides more details.

## **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 2005/06.
  - b) Recommend Full Council approve the General Fund underspend of £44,764 be earmarked for potential additional Concessionary Travel costs within 2006/07.
  - c) To note the performance against targets for both the Corporate Strategy and Performance Plan for 2005/06.

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### **Background Papers:**

Executive 08 February 2005, Revenue Budget Setting 2005/06  
Review Board 26<sup>th</sup> January 2006, Joint Performance Monitoring Report (Budget and Corporate Strategy) 2005/06  
Review Board 23 March 2006, Third Quarter Performance Monitoring Report 2005/06



## Appendix A

**TAUNTON DEANE BOROUGH COUNCIL  
GENERAL FUND REVENUE OUTTURN 2005/06**

Actual 2004/05 £	Portfolio	Original Estimate 2005/06 £	Current Estimate 2005/06 £	Actual Expenditure 2005/06 £	Variance £
(10,000)	Communications	10,560	560	22,690	22,130
624,246	Community Leadership	445,460	462,330	485,971	23,641
1,560,038	Corporate Resources	1,496,000	2,086,720	1,641,042	(445,678)
1,297,448	Economic Dev. Property & Tourism	1,210,980	1,363,570	1,483,290	119,720
3,989,438	Environmental Services	4,022,580	4,038,630	4,148,007	109,377
1,469,916	General Services	1,633,200	1,670,880	1,986,852	315,972
1,878,233	Housing Services	2,239,220	1,867,220	2,137,053	269,833
4,026,244	Leisure, Arts & Culture	3,309,110	3,489,060	3,658,661	169,601
584,197	Planning Policy & Transportation	209,600	228,640	754,454	525,814
<b>15,419,760</b>	<b>Total Service Expenditure</b>	<b>14,576,710</b>	<b>15,207,610</b>	<b>16,318,020</b>	<b>1,110,410</b>
30,870	Revenue Financing of Capital	132,450	132,450	0	(132,450)
(3,168,522)	Asset Management Revenue Account	(2,239,290)	(2,690,180)	(3,396,316)	(706,136)
157,961	Contribution to DLO Reserve re AMRA	66,650	125,050	156,899	31,849
(660,606)	Loans Fund Principal	(442,420)	(442,420)	(647,521)	(205,101)
47,228	Contribution to V & P Account	32,750	32,750	28,272	(4,478)
(705,027)	Interest Income	(622,160)	(622,160)	(762,363)	(140,203)
(146,461)	Contribution from General Fund Balances	0	(238,410)	(193,646)	44,764
<b>10,975,203</b>	<b>Authority Expenditure</b>	<b>11,504,690</b>	<b>11,504,690</b>	<b>11,503,345</b>	<b>(1,345)</b>
25,750	Special Expenses	26,520	26,520	26,520	0
<b>11,000,953</b>	<b>Borough Expenditure</b>	<b>11,531,210</b>	<b>11,531,210</b>	<b>11,529,865</b>	<b>(1,345)</b>
305,213	Parish Precepts	316,552	316,552	316,552	0
<b>11,306,166</b>	<b>Budget Requirement</b>	<b>11,847,762</b>	<b>11,847,762</b>	<b>11,846,417</b>	<b>(1,345)</b>
(2,824,141)	Contribution from NNDR Pool	(3,032,288)	(3,032,288)	(3,032,288)	0
(3,675,969)	Revenue Support Grant	(3,739,152)	(3,739,152)	(3,737,807)	1,345
27,217	<b>Surplus on Collection Fund</b>				
8,435	Community Charge				
	Council Tax	21,312	21,312	21,312	0
<b>4,841,708</b>	<b>Net Expenditure to be Raised by Council Tax</b>	<b>5,097,634</b>	<b>5,097,634</b>	<b>5,097,634</b>	<b>0</b>

**GENERAL FUND RESERVE BALANCE 2005/06**

<b>1,568,113</b>	<b>Balance b/f 1 April</b>	<b>1,485,850</b>	<b>1,485,850</b>	<b>1,485,850</b>	<b>0</b>
64,198	Transfer from Provisions and Reserves	91,160	91,160	91,160	0
0	Supplementary Estimates Agreed 05/06	(542,320)	(542,320)	(542,320)	0
0	Monies returned to Reserves	203,910	203,910	203,910	0
0	Contribution from Deane Helpline	100,000	100,000	100,000	0
(146,461)	Contribution from GF Balances	0	0	44,764	(44,764)
<b>1,485,850</b>	<b>Balance c/f at 31 March</b>	<b>1,338,600</b>	<b>1,338,600</b>	<b>1,383,364</b>	<b>(44,764)</b>

## Appendix B

**TAUNTON DEANE BOROUGH COUNCIL  
HOUSING REVENUE ACCOUNT 2005/06**

Actual 2004/05 £		Original Estimate 2005/06 £	Current Estimate 2005/06 £	Actual 2005/06 £	Variance £
		(1)	(2)	(3)	(4)
	<b><u>Income</u></b>				
15,954,720	Dwelling Rents	16,408,890	16,528,890	16,587,354	58,464
432,720	Non Dwelling Rents	413,200	413,200	433,484	20,284
387,410	Charges for Services/Facilities	387,060	437,060	457,244	20,184
213,370	Contribution towards expenditure on estates	215,500	215,500	215,073	(427)
(4,195,790)	Government Subsidy	(3,846,070)	(3,782,070)	(3,725,376)	56,694
239,360	Subsidy-Housing Defects Act	87,150	87,150	87,150	0
442,050	Supporting People	530,000	530,000	436,915	(93,085)
<b>13,473,840</b>	<b>Total Income</b>	<b>14,195,730</b>	<b>14,429,730</b>	<b>14,491,844</b>	<b>62,114</b>
	<b><u>Expenditure</u></b>				
3,603,410	Management General	4,341,890	4,305,890	4,186,344	(119,546)
4,583,980	Maintenance	4,910,250	5,047,250	4,937,888	(109,362)
68,420	Rent Rebates – contribution to GF	81,860	81,860	10,563	(71,297)
(28,400)	Provision for Bad Debt	0	0	18,499	18,499
11,995,090	Capital Charges-interest	12,885,630	12,885,630	13,111,191	225,561
3,288,720	Capital Charges-depreciation	3,427,320	3,427,320	3,427,296	(24)
60,080	Debt Management expenses	21,430	21,430	74,519	53,089
<b>23,571,300</b>	<b>Total Expenditure</b>	<b>25,668,380</b>	<b>25,769,380</b>	<b>25,766,300</b>	<b>(3,080)</b>
<b>10,097,460</b>	<b>Net Cost of Services</b>	<b>11,472,650</b>	<b>11,339,650</b>	<b>11,274,456</b>	<b>(65,194)</b>
(11,995,090)	Capital Charges-interest	(12,885,630)	(12,885,630)	(13,111,191)	(225,561)
844,890	Loan Charges-interest	843,030	871,020	821,392	(49,628)
(137,750)	Interest Receivable	(86,310)	(86,310)	(99,850)	(13,540)
<b>(1,190,490)</b>	<b>Net Operating Expenditure</b>	<b>(656,260)</b>	<b>(761,270)</b>	<b>(1,115,193)</b>	<b>(353,923)</b>
	<b><u>Appropriations</u></b>				
400,000	Transfer to Stock Options Reserve	175,000	190,000	190,000	0
257,340	Revenue Contributions to Capital	700,000	1,200,000	1,201,450	1,450
<b>(533,150)</b>	<b>(Surplus)/Deficit</b>	<b>218,740</b>	<b>628,730</b>	<b>276,257</b>	<b>(352,473)</b>

**Working Balance**

Balance b/f 1/4/2005	1,844,810	2,285,641	2,285,641	0
Net surplus 2005/06	-218,740	-628,730	-276,257	+352,473
<b>Balance c/f 31/3/2005</b>	<b>1,626,070</b>	<b>1,656,911</b>	<b>2,009,384</b>	

**CORPORATE STRATEGY ACTION PLAN – JANUARY TO MARCH 2005/06 UPDATE****ECONOMY**

Key Actions	Progress to 31 <sup>st</sup> March 2006
<b>OBJECTIVE Ec1: Develop the planning framework to enable the Vision for Taunton to be achieved</b> <b>Action Pending ☺</b>	
<b>2005/06</b>  Pre-submission consultation on Preferred Options and proposals for Core Strategy and Taunton Town Centre Area Action Plan (TTCAAP)	The timetable for the Local Development Strategy (LDS) has been agreed by the Executive and GOSW. Due to delays in the submission of the Regional Spatial Strategy (RSS), it was agreed to separate the TTCAAP from the Core Strategy to ensure that the TTCAAP is completed on time. The new timetable for the Core Strategy and consultation is currently under consideration.
<b>2005/06</b>  Consultation on Preferred Option for TTCAAP	For the reasons set out above the consultation on the preferred option will now be carried out in October/November 2006.
<b>2005/06</b>  Consultation on Preferred Option for Core Strategy	The knock-on effect of the RSS delay could delay the submissions to the Secretary of State from Sep 06 to Dec 06. The Core Strategy submission is now likely to follow 3-6 months after the TTCAAP.
<b>2007/08</b>  Adopt the Core Strategy	The LDS is reviewed annually and these dates may be subject to change.
<b>2007/08</b>  Adopt the TTCAAP	On course. The LDS is reviewed annually and these dates may be subject to change.

<b>Key Actions</b>	<b>Progress to 31<sup>st</sup> March 2006</b>
<b>OBJECTIVE Ec2: Develop key sites to bring about the Vision for Taunton</b> <b>On Course ☺</b>	
<p><b>2006/07</b></p> <p>Relocate livestock and stall markets to free-up current sites for development</p>	<p>There is now agreement from Market Auctioneers that they will vacate the current market site in Firepool by March 2007. Discussions continue regarding the relocation of the market to the site near Junction 26.</p>
<p><b>2007/08</b></p> <p>Commence redevelopment of former livestock market site</p>	<p>We have granted planning permission for the relocation of the livestock market. The 'Vision Delivery Team' which commenced in August 05 has produced a detailed project plan. Discussions are underway with developers concerning proposals for adjacent sites within the Firepool development.</p>
<b>OBJECTIVE Ec3: Ensure that the social benefits of the Vision for Taunton are realised for the wider community</b> <b>On Course ☺</b>	
<p><b>2005/06</b></p> <p>Incorporate social benefits into the second Taunton Deane Community Strategy</p>	<p>We have undertaken a baseline analysis of our existing partnerships and action plans for our two most deprived wards in the Borough. We are developing strategies for these two wards to be completed by December 06.</p> <p>A sub group of the Vision Delivery Team continues to look at employment skills and training.</p> <p>The first phase of consultation on the second District Community Strategy, combined with LDF consultation was completed in May 06.</p>
<b>OBJECTIVE Ec4: Publicise and promote the Vision for Taunton, and Taunton Deane Borough, locally, regionally, nationally and internationally</b> <b>On Course ☺</b>	
<p><b>2005/06</b></p> <p>Agree a marketing and promotion strategy for Taunton Vision with key partners</p>	<p>Lionheart Consultants have been appointed to brand and publicise the 'Vision for Taunton'. This was completed in March 06.</p> <p>A media and public relations sub group have been introduced to produce a detailed strategy surrounding the Vision for Taunton.</p> <p>The Ec Dev Unit is working with the Vision Team and Town Centre Manager to produce</p>

	a detailed program for marketing and promoting site opportunities by Sept 06.
<b>OBJECTIVE Ec5: To encourage businesses to start up and grow in Taunton Deane</b> <b>On Course ☺</b>	
<b>2005/06</b> Identify land and funding mechanisms to enable adequate supply of serviced land for businesses	We continue to identify land and funding mechanisms for the provision of small business start up units. We are on course for completing this work for Priorswood. Work at Wiveliscombe is expected to be the subject of planning applications in June 06. Work on a group of small industrial units at Blackdown Business Park, Wellington commenced in April 06.
<b>2005/06</b> Business Improvement District (BID) agreed and implemented	The 'Town Centre Partnership' has been replaced by the 'Taunton Town Centre Company' from the 1 <sup>st</sup> Sept 2005. A BID Project Group has been created to develop a BID submission by June 07. The BID has been identified by government as a priority location.
<b>OBJECTIVE Ec6: To target resources to areas of greatest need in the Borough</b> <b>On Course ☺</b>	
<b>2005/06 - 2006/07</b> Work with partners to establish strategies for Taunton East and North Taunton	Consultants have completed a baseline analysis of North Taunton and Taunton East. This work will enable us to target our resources to these areas of greatest need in the Borough. Consultation will be combined with LDF consultation and commenced in March 06. Strategies for these two wards will be completed by December 06. The Economic Development Unit has been working closely with North Taunton partnership and East Taunton Development Trust to develop action plans covering the period April 06 to March 08.

## TRANSPORT

<b>Key Actions</b>	<b>Progress to 31<sup>st</sup> March 2006</b>
<b>OBJECTIVE T1: To lobby and work with others to ensure the strategic transport investment necessary to fulfil Taunton's role as a PUA</b>	
	<b>On Course ☺</b>
<b>2005/06</b>  Lobby the Strategic Rail Authority and relevant train operating companies	Responses to new franchise proposals have been made, lobbying to ensure Taunton continues to receive a good train connection service.
<b>2005/06</b>  Continue to lobby to ensure the dualling decision for A358 is a regional priority	We continue to lobby to promote the dualling of the A358 as a regional priority. The RSS was submitted to the Secretary of State in March 06 and includes the A358 in the priority list of regional schemes.
<b>OBJECTIVE T2: Reduce the growth of traffic congestion in Taunton</b>	
	<b>On Course ☺</b>
<b>2005/06</b>  Complete the North West Taunton Package: <ul style="list-style-type: none"> <li>• Silk Mills bridge open</li> <li>• Park &amp; Ride constructed</li> <li>• Bus lanes and bus gate in place</li> </ul>	The Silk Mills Bridge opened in October 05 and the Park and Ride and Bus gate became operational in November 05.  The Wellington Road Bus Lane is a complementary scheme to the North West Taunton Package and is likely to operate next year, following further detailed work and analysis.
<b>2005/06</b>  Review our car park strategy	We have engaged Atkins as consultants to review the Car Park strategy for Taunton, and this includes procurement. The first draft report is available in May 06 to take to the Executive in July 06. We continue to work in partnership with Somerset County Council in taking forward the Vision for Taunton.
<b>2005/06 – 2006/07</b>  Lobby for completion of the Ruishton Link of the Wessex Sustrans Cycle route	We are working with Sustrans and currently face land ownership issues. A CPO will be necessary to complete this.
<b>2005/06 – 2007/08</b>  Lobby to ensure delivery of actions in the	We make regular reports to the Strategic Planning, Transportation and Economic Development (SPTED) Review Panel.

Congestion Protocol	Congestion alleviation actions are implemented through the Local Transport Partnership with SCC.
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<b>Key Actions</b>	<b>Progress to 31<sup>st</sup> March 2006</b>
<b>OBJECTIVE T3: To improve the choice and availability of accessible public transport options, particularly for rural and disadvantaged people</b> <span style="float: right;"><b>On Course ☺</b></span>	
<b>2005/06</b>  Review accessible transport partnerships and initiatives to meet community needs	The demand responsive bus service for Churchinford, Buckland St Mary and Otterford was launched at the start of Aug 05. The Pilot Scheme for demand responsive accessible services is on course to be provided by Taunton Deane Community Transport. A Strategic review of the Community Transport Plan for Somerset is being made by SCC. The Corfe car share scheme will be trialled a year later than planned, in Oct 06.
<b>2005/06</b>  Work with local communities within Community Planning and Local Development Framework	The Statement of Community Involvement details how we involve local communities. The consultation will feed into the Core Strategy and Town Centre Area Action Plan, as well as the community Strategy Review and plans for North and East Taunton.

## CRIME & DISORDER

Key Actions	Progress to 31 <sup>st</sup> March 2006
<b>OBJECTIVE C1: To identify, measure and reduce anti-social behaviour in our communities</b> <span style="float: right;"><b>On Course ☺</b></span>	
<b>2005/06</b>  Evaluate, review and amend programmes of diversionary activities	Tone Leisure is involved in delivering a number of projects for young people, through Crime and Disorder Reduction Partnership funding. The Youth Offending Team and Youth Service are also responsible for delivering programmes of diversionary activities; these typically include sporting and/or educational opportunities.
<b>2005/06</b>  Work with partners to fund additional PCSOs and extend geographical areas	In partnership we now employ five Police Community Support Officers (PCSOs). The challenge is the implementation of neighbourhood policing and funding additional resources needed for this.
<b>2005/06</b>  Employ an officer to tackle Anti-Social Behaviour through Crime & Disorder Reduction Partnership	We now have a dedicated Anti-Social Behaviour co-ordinator who is employed through Home Office funding. Duties and responsibilities include: <ul style="list-style-type: none"> <li>• Implementing an Anti-Social Behaviour database and subsequent recording of incidents</li> <li>• Ensuring youth service provision is delivered across Taunton Deane</li> <li>• Serving on Local Action Teams</li> </ul>
<b>2005/06</b>  Deploy relocatable CCTV system	A relocatable CCTV system has now been successfully implemented. In order to roll out the system all parishes and LAT's have been sent an explanation of the system with an invitation to apply for its use. This will be deployed according to identified need.



<b>Key Actions</b>	<b>Progress to 31<sup>st</sup> March 2006</b>
<p><b>2005/06</b></p> <p>Launch new Crime and Disorder Reduction Strategy 2005/08</p>	<p>A strategy update in April 06 is no longer required. A special feature will appear in Deane Dispatch in April 06 to update communities on progress.</p>
<p><b>OBJECTIVE C2: To use our influence in all that we do to reduce crime and disorder</b> <b>On Course ☺</b></p>	
<p><b>2005/06</b></p> <p>Licensing Committee to review licences where anti-social behaviour has been deemed to exist</p>	<p>The Licensing Act went live on the 24<sup>th</sup> November 2005. From this date the Licensing Committee has become responsible for reviewing licenses where anti-social behaviour exists. No significant anti-social behaviour has been identified this year. Where premises are not meeting one of the four Licensing Objectives, the Responsible Authority can seek a review of the premises license.</p>
<p><b>2005/06</b></p> <p>Deliver Section 17 Crime &amp; Disorder Action Plan for all our services</p>	<p>A section 17 audit was carried out for all Heads of Service areas, and subsequent actions form part of the 2006/7 Heads of Service Plan. This audit will be repeated again in September 06.</p>

## HEALTH

Key Actions	Progress to 31 <sup>st</sup> March 2006
<b>OBJECTIVE H1: To meet the requirements of those with greatest housing need</b> <p style="text-align: right;"><b>On Course ☺</b></p>	
<p><b>2006/07</b></p> <p>Enable a total of 1,310 new build social housing units between 2002 and 2011 at an average of 131 per annum</p>	<p>With existing Section 106 agreements and windfall sites, we should meet this stated target; however it is dependent on developers delivering their programmes.</p> <p>Following the ARK housing needs survey and report the target has been revised to 197 housing units per annum until 2008 and will then increase again.</p>
<p><b>2005/06</b></p> <p>Carry out a revised Housing Needs Survey in partnership with other Somerset Districts</p>	<p>The original deadline of July 05 was extended due to expanding the survey brief. The results from the Housing Needs Survey were delivered in October 05 and from the Gypsies survey in December 05. The results of these will be used to develop Local Plans and to influence affordable and general housing targets in 2008.</p>
<p><b>2005/06 - 2006/07</b></p> <p>Prevent homelessness and provide temporary accommodation through a partnership Homeless Prevention programme</p>	<p>The Homeless Prevention programme is mostly on track, with annual multi-agency meetings, a new Housing Options team, four new one unit homeless hostels in Wellington and a reduction in B&amp;B costs. Plans for three private sector leasing maisonettes in Wellington have now been completed. An unsuitable hostel in South Road has been sold at the end of March 2006. Two purpose built properties are being built at Snedden Grove, one two bedroom and one three bedroom property.</p>

**OBJECTIVE H2: To support the health needs of vulnerable people through advice, grants and loans on home energy, maintenance and independent living.**

**Action Pending ☹**

<b>Key Actions</b>	<b>Progress to 31<sup>st</sup> March 2006</b>
<p><b>2005/06</b></p> <p>Carry out a Private Sector Stock Condition Survey based on the Decent Homes Standard with other Somerset Districts</p>	<p>There is a twelve month delay in agreeing the requirements and criteria of the Stock Condition Survey, between the five District Councils. This is not likely to be completed now until March 2007.</p>
<p><b>2005/06</b></p> <p>In partnership with South Somerset District Council set up and operate the new Home Improvement Agency</p>	<p>There were some delays in setting up the Home Improvement Agency, however it was fully in place by March 06. Staff recruitment for the agency has been completed and grant-spend and loans made are on target. The Handyman scheme went live from September 05.</p>
<p><b>2005/06 – 2007/08</b></p> <p>Deliver the campaign to reduce fuel poverty in Taunton Deane by 2011</p>	<p>This is currently on target as is the target to help 100 people per annum out of fuel poverty. The Centre for Sustainable Energy is currently administering the Somerset Warm and Well scheme, and other available schemes.</p>

**OBJECTIVE H3: To contribute to the physical and mental health and well-being of our residents in partnership with other key organisations**

**On Course ☺**

<p><b>2005/06</b></p> <p>Develop Partnership Plans to raise physical activity in the Borough:</p> <p>Expansion of Vibe Sport to Blackbrook</p>	<p>The expansion of Vibe Sport to Blackbrook has now received funding. This scheme runs on Saturday evenings with effect from October 2005 for one year.</p>
<p><b>2005/06</b></p> <p>Play and hard court areas opened at Victoria Park</p>	<p>Planning permission has been received for this project. Work on the two play areas commenced in Jan 06 and was completed by end Feb 06. The Play and Hard Court Areas at Victoria Park opened for the Easter half term.</p>
<p><b>2005/06</b></p> <p>Multi Use Games Area opens at North Curry</p>	<p>Installation of a Multi Use Games Area at North Curry was completed on schedule and available for use from November 2005.</p>

<p><b>2005/06 – 2007/08</b></p> <p>Achieve Green Flag Award status for public open spaces</p>	<p>Victoria, Vivary and Wellington Parks have now all received the Green Flag Award status for public open spaces. We reapplied for the 3 named parks and encouraged one community application for a Green Pennant by the Frieze Hill Community Orchard Group. The outcome of this will be known in July.</p>
<p><b>2005/06</b></p> <p>Improve facility provision on 3 other public open spaces per year</p>	<p>Improved play and activity facilities were completed in August 2005 for Blackthorn Gardens in North Taunton. A further three parish play area grants have been approved to enable rural areas to improve their play and activity provision (North Curry, Stoke St Gregory and Comeytrove).</p>
<p><b>OBJECTIVE H4: To improve the health and well-being of our staff      On Course ☺</b></p>	
<p><b>2005/06</b></p> <p>To develop and promote the Get-Active scheme</p>	<p>Staff are entitled to use one hours work time a week to take advantage of one of 31 different activities across the Tone Leisure sports centres (£1 a session.) Additionally there are free swimming, running and cycling sessions.</p> <p>Currently over 100 staff are signed up to this. Take up will also be monitored in a staff satisfaction questionnaire (scheduled for Sept 2006).</p>
<p><b>2005/06</b></p> <p>To run a smoking cessation course for staff</p>	<p>A further seven-week course was delivered in Jan/Feb of 2006 with 14 attendees.</p>
<p><b>2005/06</b></p> <p>To encourage staff to walk and cycle to work</p>	<p>Cycling has been incorporated into the Travel Plan (Review Board Aug 05) and includes actions to further promote the use of cycling and walking.</p> <p>New staff parking arrangements will commence in June 06 which will encourage staff to walk or cycle at least one day a week. A new cycle shed will be installed by end of May 06.</p>

## ENVIRONMENT

<b>Progress to 31<sup>st</sup> March 2006</b>	
<b>OBJECTIVE En1: Manage a clean and safe environment</b> <span style="float: right;"><b>On Course ☺</b></span>	
<b>2005/06</b>  Review methods of service delivery to achieve greater improvements	There has been a fundamental review of the Waste Service, with the launch of Sort It! In the areas where we are delivering it, recycling rates are amongst the highest in the country. Collections for Phase 3 will start in the beginning of May 06. All other homes in Taunton Deane will be part of the scheme by October 2006.
<b>OBJECTIVE En2: Protect and enhance the quality of our physical environment</b> <span style="float: right;"><b>On Course ☺</b></span>	
<b>2006/07</b>  Agree Norton Fitzwarren flood alleviation scheme with developers	The design work for the scheme is almost complete and tenders are under discussion. The work on this has been postponed for the year due to the presence of Great Crested Newts. A consortium of builders is now the client. Construction is expected to start in February 2007.

## DELIVERY

<b>Progress to 31<sup>st</sup> March 2006</b>	
<b>Key Actions</b>	
<b>OBJECTIVE D1: Deliver services in line with our corporate priorities</b> <span style="float: right;"><b>On Course ☺</b></span>	
<b>Feb Each Year</b>  Priority and non-priority services are delivered against budget and performance criteria	A Members workshop (Aug 05) reviewed our future priorities and non-priorities and this was reflected in the revised budget. The Corporate Strategy 2006-09 was approved in Feb 06 and is very outcome-focused against our corporate priorities.
<b>2005/06</b>  Investigate a Joint Venture Company with SCC for providing support services	We have short-listed 3 private sector organisations to join us as a strategic partner in the ISiS Programme. They are: <ul style="list-style-type: none"> <li>○ BT (leading a consortium bid with CGI Group &amp; Carillion)</li> <li>○ Capita</li> <li>○ IBM (leading a consortium bid with Serco &amp; Atkins)</li> </ul> The next three months will be spent discussing and negotiating with each of the bidders and determining which is the best suited for our requirements. This will involve

	meetings with key managers, staff and members. They will then be asked to submit a formal bid at the end of June. Bids will be due back in September and we hope to be in a position to select a Preferred Bidder in November.
<b>2006/07</b>  Determine the future of the Councils housing stock	The Council will consult 'face to face' with as many tenants as possible over the summer. In Autumn, we will do market research to determine whether tenants feel informed enough to vote over Stock Transfer. If tenants are then we will hold a ballot in Spring 2007.
<b>OBJECTIVE D2: Effectively manage and improve our performance      On Course ☺</b>	
<b>2005/06 and Annually</b>  Delivery of full pilot year of Heads of Service Plans and Operational Plans and build in annual review process	Heads of Service plans were approved by CMT and then later by Review Board in April 06. These plans reflected the Corporate Strategy and the agreed budget and also led on to the development of Operational Plans for managers.
<b>2005/06</b>  Improve performance monitoring by introducing a 'Dashboard' of measures comprising corporate themes, all strategic plans and outcome focussed local PIs	A 'Dashboard' has been introduced that links the Corporate Strategy outcomes to performance indicators and relevant financial information. This will be reported to CMT and Review Board quarterly in 2006/07 and it is hoped that this will encourage better scrutiny of performance
<b>Key Actions</b>	<b>Progress to 31<sup>st</sup> December 2005</b>
<b>2005/06</b>  Develop a programme of learning from other organisations and sharing good practices within the Council	A Leadership Centre within the council will commence in June 2006. Part of its remit will be to encourage greater learning outside the organisation.  We are working with the Leadership Centre for Local Government which will include sharing good practice.
<b>2005/06</b>  Develop our Scrutiny function	The Scrutiny and Performance Manager and the Scrutiny Officer were recruited and in post from January 2006. They are working closely with Member Services and councillors to develop a Project Plan to provide all-round improvement to the Overview and Scrutiny function. An approach and project plan for Scrutiny will be agreed with members in June 2006.

<b>OBJECTIVE D3: Work in partnership to deliver shared priorities</b>		<b>On Course ☺</b>
<b>2005/06</b> The second Community Strategy will ensure alignment with the Vision for Taunton and will inform our Corporate Strategy and Service Planning	We are on-course to complete the second Community Strategy by December 2006. We will ensure it is aligned with the Local Authority Agreement (LAA), which started on the 1 <sup>st</sup> April 06.	
<b>2006/07</b> Revise structures for grants and Service Level Agreements (SLAs) with voluntary and community sector organisations	TDBC has worked with members of the voluntary and community sector to develop the voluntary sector compact due to be launch in July 06 which formalises funding arrangements. SLAs are due to be reviewed by October 2006.	
<b>2005/06</b> Services will be delivered through key partnerships	The Crime and Disorder Reduction Partnership funding for 2005/06 has been successfully allocated to appropriate projects. A review of partnership arrangements in view of LAA, and Community planning arrangements are to be agreed and in place by December 2006.	

<b>Key Actions</b>	<b>Progress to 31<sup>st</sup> March 2006</b>	
<b>OBJECTIVE D4: Meet our minimum statutory requirements</b>		<b>On Course ☺</b>
<b>2005/06</b> Heads and Operational Plans will detail mandatory and non-mandatory areas	The Heads and Operational plans are in place and have been improved following learning from Year 1.	
<b>OBJECTIVE D5: Develop, motivate and empower staff to reach their potential</b>		<b>Action Pending ☹</b>
<b>2005/06</b> Carry out a second staff satisfaction survey	The target date for the second survey has been delayed due to the implementation of new car parking arrangements for staff. It is proposed to reschedule the survey for Sept 06.	
<b>2006/07</b> Reduce sickness absence through various initiatives	Sickness levels fell from 12.6 to 11.6 days per FTE in 2005/06. Improved sickness statistics are now available to management. A series of workshops are being launched in May/June 06 for managers to reinforce	

	<p>understanding of the absence policy and ensure its consistent application across the authority.</p> <p>We are exploring the possibility of using an independent healthcare organisation to support us in managing the early stages of absence.</p> <p>We are piloting a national project with the Health and Safety Executive examining stress at work with all staff.</p> <p>We have recently launched an Employee Assistance programme which gives all employees access to a free telephone helpline with limited counselling.</p> <p>We are providing training for staff on a number of health related issues including smoking cessation; coping with pressure; work life balance.</p>
<p><b>OBJECTIVE D6: Respond to customers needs and promote equality of opportunity in all that we do</b></p> <p style="text-align: right;"><b>Off Target ☹</b></p>	
<p><b>2005/06</b></p> <p>Achieve level 2 of the Equality Standard for Local Government (Sept 05)</p>	<p>The target for achieving Level 2 of the Equality Standard by March 2006 has not been met due to the long term illness of a key staff member. Staffing levels are now re-instated and an action plan has been created to address the slippage. This means that Level 2 will now be achieved by March 2007</p>
<p><b>2006/07</b></p> <p>Achieve level 3 of the Equality Standard for Local Government (Sept 06)</p>	<p>We are aiming to achieve Level 3 of the Equality Standard for Local Government by March 2008. Compliance with will include monitoring our achievement at Level 2.</p>
<p><b>Key Actions</b></p>	<p><b>Progress to 31<sup>st</sup> March 2006</b></p>
<p><b>2007/08 – 2008/09</b></p> <p>Achieve level 4 of the Equality Standard for Local Government and planning for level 5 (Sept 07)</p>	<p>We are aiming to achieve Level 4 of the Equality Standard for Local Government by March 2009. In addition we will be making the necessary arrangements to plan for achievement of Level 5.</p>
<p><b>2005/06 and Annually</b></p> <p>Establish an annual corporate consultation plan</p>	<p>The Equalities Co-ordinators are working in conjunction with the annual consultation plan to ensure that equalities are incorporated within all consultation exercises.</p>



**OBJECTIVE D7: Improve access to Council information and services****On Course ☺****2005/06**

Develop and implement a vision for Customer Access to Services

The Customer Access Strategy has been approved by the Executive. Work is underway on an implementation plan with Somerset County Council. We are reviewing examples of best practice and are looking at practical solutions which can be implemented before ISIS. Other areas are being looked at which may have financial implications so will need approval for additional resources. For example additional training or staff incentive schemes.

**2005/06**

Determine, publish and monitor corporate service standards

The corporate service standards are now called the Customer contact standards. The Customer Action Group will be debating these for approval by the end of May 06. These will then be sent to CMT in June and Resources Panel in July. The final document will go to SMT in Sept with a 3 month implementation from October 06.

## MONITORING OF 2005/6 STATUTORY AND LOCAL PI'S

Details of Indicators Off-Target

<b>BV 2a – The level (if any) of the Equality Standard for Local Government to which the authority conforms</b>		
Target: Level 2	2004/05: Level 1	2005/06: Level 1
<b>BV 2b – The duty to promote race equality (Score against Compliance Checklist)</b>		
Target: 44.0%	2004/05: 42.0%	2005/06: 42.0%
The target of meeting Level 2 of the Equality Standard by March 2006 has not been met due to the long term illness of a key staff member. Staffing levels are now re-instated and an action plan has been created to address the slippage. This means that Level 2 will now be achieved by March 2007.		
<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: 100%	2004/05: 96.3%	2005/06: 97.56%
There is a statutory government target of 100% for this PI. Where failure occurs the relevant manager is reminded of their responsibilities to promptly pass invoices forward for payment and notifying them of the statutory target. However, performance has improved from last year. We no longer have to set a national target of 100% so have set a more realistic but ambitious target for future years.		
<b>BV 9 – The percentage of council tax collected</b>		
Target: 98.1%	2004/05: 98.1%	2005/06: 98.0%
We marginally missed this target by 0.1% due to a reduced amount of collection activity during the year resultant from resources being directed towards the system conversion project.		
<b>BV 11a – The percentage of top 5% of earners that are women</b>		
Target: 22.0%	2004/05: 22.0%	2005/06: 21.2%
The number of women in senior management positions is the same as 04/05 although the number of Full Time Employees has increased. Job evaluations will be carried out in the next year and implemented in April 2007. This may have a positive effect on the number of women in the top 5% of earners.		
<b>BV 11b – The percentage of top 5% of earners from black and minority ethnic communities</b>		
Target: 2.5%	2004/05: 0.0%	2005/06: 0.0%
To date the target has not been achieved. A new system has been created that allows us to monitor our external applications and if necessary make changes to our recruitment procedure. Future targets have been changed to reflect the % of black and minority ethnic communities in the local population to ensure that this target can be realistically met.		

**BV 12 – The number of working days/shifts lost due to sickness absence.**

Target: 11.5 days	2004/05: 12.6 days	2005/06: 11.6 days
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We have just missed our target of 11.5 days but considerable improvement has been made in the last year to reduce sickness absence. A number of initiatives are being introduced to tackle the issue including workshops for managers and piloting a national project with the Health and Safety Executive examining stress at work with all staff. We have recently launched an Employee Assistance programme which gives all employees access to a free telephone helpline with limited counselling. We are providing training for staff on a number of health related issues including smoking cessation; coping with pressure; work life balance.

**BV 14 – The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce**

Target: 0.65%	2004/05: 0.7%	2005/06: 1.72%
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13 employees retired early in 2005/06, 9 of which were made redundant and due to their age they were able to claim pension allowance. Therefore the target was not achieved. Targets now remain static due to ISIS implementation in 06/07 which may have a knock on effect on early retirements.

**BV 16.1 – The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition**

Target: 3.5%	2004/05: 2.7%	2005/06: 1.97%
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To date this target has not been achieved. A new system has been created in resource link, this will allow us to monitor closely our external applications and if necessary make changes to our recruitment procedure.

**BV 17a – The percentage of local authority employees from minority ethnic communities.**

Target: 1.5%	2004/05: 1.4%	2005/06: 1.25%
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To date the target has not been achieved. A new system has been created that allows us to monitor our external applications and if necessary make changes to our recruitment procedure. Future targets have been changed to reflect the % of black and minority ethnic communities in the local population to ensure that this target can be realistically met.

**BV 78b – Speed of processing:****(a) Average time for processing a new claim**

Target: 9.0 days	2004/05: 9.66 days	2005/06: 9.4 days
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We were on course to meet the target but our performance during quarter 4 meant we missed it this year. Reasons for this include the closure of offices over Christmas which particularly hit our turnaround PIs. Also our capacity to clear work was reduced by:

- Staff were required to have refresher training in January
- Resources were redirected from processing to assist in the creation of the Benefits Advice Team and to assist in data cleansing exercises as part of the systems conversion.

**BV 82ai – The percentage of household waste arisings which have been sent by the authority for recycling**

Target: 21.0%	2004/05: 16.9%	2005/06: 18.9%
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**BV 86 – The cost of waste collection per household**

Target: £37.29	2004/05: £31.53	2005/06: £42.92
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The roll out of the Sort It! Recycling scheme was slower than anticipated and therefore we did not meet our recycling targets this year. There has been enormous investment in recycling this year with the introduction of Sort It! And wheelie bins, and this will increase further to enable us to meet our recycling targets.

**BV 109 – Percentage of planning applications determined in line with the Government's new development control targets to determine:****b) 65% of minor applications in 8 weeks**

Target: 70%	2004/05: 75.0%	2005/06: 68.7%
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**c) 80% of other applications in 8 weeks**

Target: 85%	2004/05: 88.1%	2005/06: 81.1
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The long term sickness of a key member of staff and a vacant position has resulted in this target being missed. Interviews are now taking place to fill the vacant position so it is anticipated performance will improve. However, due to a new IT system being installed, next years targets have been reduced to account for this.

**BV 126.1 – Domestic burglaries per year, per 1,000 households in the Local Authority area.**

Target: 6.0	2004/05: 6.7	2005/06: 6.25
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Although we missed the target, the rate of burglaries dropped from last year and is still lower than the national average

**BV 157 – The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery**

Target: 100%	2004/05: 79.0%	2005/06: 99.0%
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We achieved 485 out of 490 interactions. We hope to achieve the remaining 5 soon. This BVPI will be discontinued in 2005/06 but we will still be striving to deliver the underlying outcomes as they are strongly aligned with our ICT and Customer Access strategies.

**BV 174 – The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population.**

Target: 0	2004/05: 0	2005/06: 3
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The criteria for this performance indicator changed in 2005/06 to include incidents reported by housing tenants. Therefore the target set for this year was not met. Due to this change in criteria we are working in partnership with others to encourage the reporting of such incidents.

**BV 179 – The percentage of standard searches carried out in 10 working days**

Target: 100%	2004/05: 71.2%	2005/06: 98.5%
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We have shown an enormous improvement on 2004/05 but narrowly missed the target. Planning and building control were slow to return searches due to staff shortages in September and October. However, 100% returns were reported again in the months from November to March.

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

Target: 4 weeks	2004/05: 3 weeks	2005/06: 5 weeks
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Although we have not met this target the number of families in bed and breakfast accommodation has reduced substantially. Future targets continue to be within the legal maximum of 6 weeks.

**BV 184a – The proportion of LA homes which were non-decent at 1 April 2005**

Target: 13.8%	2004/05: 22.4%	2005/06: 17.2%
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**BV 184b – The percentage change in the proportion of non-decent dwellings between the start and end of the financial year.**

Target: 27.5%	2004/05: 38.5%	2005/06: -24.9%
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The target of 13.8% was set with the evidence of our original data bases. However, following the Warranted Stock Condition Survey carried out by Savills, as part of the possible Housing Stock Transfer process, the data relating to Non Decent Homes has had to be amended. This has resulted in the need to revise the target for achieving Decent Homes each year. The particular aspect that was amended relates to the criteria 'Reasonable Degree of Thermal Comfort'. Previously, our data base had acknowledged that tenants with Partial central heating, who had been offered an upgrade to Full central heating but had declined the offer, were recorded as satisfying this criteria. However, Savills have recorded them as failing under the criteria and having discussed this at length it has been agreed to record them as failing. This has resulted in raising the total number failing which in turn means the targets each year have been amended.

**BV 200b – Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?**

Target: Yes	2004/05: No	2005/06: No
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By the third quarter of 05/06 it was clear that the milestones would not be met. A report was presented to SPTED on 5<sup>th</sup> December 2005 covering the reasons for slippage and proposing that new milestones are set. The report states that the Regional Spatial Strategy delays had a knock on effect to the work we were carrying out toward the milestones. The system is very new, so adjustments needed to be made and a learning process had to take place. Other authorities across the country have also experience this and needed to amend their milestones to make them more achievable.

**BV 212 – The average time taken to re-let local authority housing**

Target: 16.0 days	2004/05: 16.4 days	2005/06: 18.9 days
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The target for 05/06 was missed due to a team restructure. There was also an increase in the number of voids (approx 40 more properties last year) which slowed the process down. New realistic targets have been set to account for these changes.

**LPI 10 – The percentage of telephone calls answered within 20 seconds**

Target: 94.0%	2004/05: 93.9%	2005/06: 80.6%
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The targets were previously set considering only the calls answered through the Siemens central telephone exchange. We have now included the calls answered by both the Customer Services section and the Benefits Advice Team. Customer Services experienced staffing shortage problems during 2005/06 and an unexpected increase in calls, largely due to the launch of the Sort It! Scheme.

**LPI 30 – Percentage of council tenants who have reported anti-social behaviour/neighbour nuisance in the past twelve months, satisfied with the service received**

Target: 65%	2004/05: 64%	2005/06: 62%
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Performance was undermined by the effects of the comprehensive restructuring of housing services which took place from April 05, and the fact that a number of posts were not recruited until the end of the first quarter and beyond.

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

Target: 98%	2004/05: 97.8%	2005/06: 97.0%
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This target was narrowly missed this year. However, satisfaction with the service still remains high.

**LPI 47 – Percentage of available commercial premises let**

Target: 90%	2004/05: 93.8%	2005/06: 87.5%
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**LPI 48 – Percentage of available industrial premises let**

Target: 94%	2004/05: 100%	2005/06: 93.3%
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We currently have a number of vacant premises in our livestock market which is due for redevelopment. Therefore we are unable to offer new tenancies for these other than on a short term basis. This in turn is making the units difficult to let, although there is someone currently expressing an interest in renting one or two of the five vacant units. It should be noted that one we have a low number of commercial and industrial premises and that one un-let premise could make the difference in us missing our target

**LPI 55 – Percentage of Audit plan achieved**

Target: 95%	2004/05: 75%	2005/06: 77%
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This target has not been met due to extra administrative time getting the South West Audit Partnership (Launched April 2005) off the ground and subsequent staff training. The section was also understaffed for most of the year. The Audit Team has taken a risk management approach to its audits to ensure that all high-risk areas were audited

**LPI 56 – Percentage of e-government national priority outcomes implemented to the ODPM criteria of “Good”**

Target: 100%	2004/05: 56%	2005/06: 93%
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We have not hit the 100% target for a combination of reasons: Some rely on a partnership solution and we have been unable to jointly agree on these, others are waiting for new software systems to be implemented – e.g. new IBS Revenues and Benefits, Submit-a-Plan, upgrade to Front Office CRM system. LPI56 is to be discontinued, but we will still be striving to deliver the underlying outcomes as they are strongly aligned with our ICT and Customer Access strategies.

**MONITORING OF LOCAL PUBLIC SERVICE AGREEMENT**

PI No.	TAUNTON DEANE BC DISTRICT BASKET (Cost Effectiveness PIs)	Measure Type	2002/03 Base Year	2003/04 Performance Year 1	2004/05 Performance Year 2	2005/06 Performance Year 3	Improvement Shown as	Year 1	Year 2	Year 3	Weighting	Year 1	Year 2	Year 3
								2003/04	2004/05	2005/06		2003/04	2004/05	2005/06
								Perf. Index	Perf. Index	Perf. Index		Perf. Index	Perf. Index	Perf. Index
8	Percentage of Invoices paid within 30 days	%	96.2%	96.0%	97.0%	<b>Actual</b> 97.6%	Increase	0.998	1.008	1.012	14.29	14.26	14.40	14.4936
9	Percentage of Council Tax Collected	%	97.8%	97.9%	98.1%	98.0%	Increase	1.001	1.003	1.002	14.29	14.30	14.33	14.3149
66a	Local authority rent collection and arrears : proportion of rent collected	%	97.6%	97.8%	97.8%	98.3%	Increase	1.002	1.002	1.002	14.29	14.32	14.32	14.3882
78a	Average time for processing a new claim	No.	31.1	28.9	23.0	22.5	Decrease	1.078	1.261	1.377	14.29	15.40	18.02	18.2361
82a	Percentage of household waste arisings recycled	%	9.9%	14.5%	16.9%	18.9%	Increase	1.465	1.707	1.758	14.29	20.92	24.39	27.2727
109a	Percentage of major planning applications carried out in 13 weeks	%	29.0%	86.7%	80.7%	78.1%	Increase	2.990	2.783	2.655	14.29	42.71	39.75	38.4729
157	Percentage of interactions capable of electronic delivery which are delivered using paperless methods	%	50.0%	60.0%	79.0%	98.98%	Increase	1.200	1.580	1.560	14.29	17.14	22.57	28.2857
<b>Total</b>											<b>100.00</b>	<b>139.04</b>	<b>147.78</b>	<b>155.46</b>

This table shows our performance against the 7 PIs that make up TDDB's contribution to the cost-effectiveness element of the LPSA. Our total score for 2005/06 shows an average improvement of 55.46% against the 2002/03 base year across this basket, meaning we are comfortably meeting our LPSA stretch target. Further details are shown in para 3.4 of the report.



