

Taunton Deane Borough Council

Executive - 17 June 2009

Performance Monitoring - Outturn Report on 2008/2011 Corporate Strategy, 2008/2009 Financial Outturn and 2008/2009 Performance Indicators

Joint Report of Performance and Client Lead and Financial Services Manager

(This matter is the responsibility of 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 2008/2009 year.
- 1.2 In respect of budget monitoring the General Fund Revenue outturn shows an underspend of £46k, or 0.33%, when compared with the current budget, ie, the budget for 2008/2009 as approved by Council on 19 February 2008 plus any subsequently approved supplementary estimates and virements.
- 1.3 The General Fund Capital Programme expenditure for the year amounted to £8.508m, the total budget for the year was £6.361m. This overspend is regarding Project Taunton which has been funded externally. Leaving a genuine underspend of £697k which will be rolled forward into the 2009/2010 budget.
- 1.4 The Housing Revenue Account outturn shows a Working Balance carried forward into 2009/2010 of £2.757m, which is £10k or 0.34% less than predicted in the most recent budget monitoring report.
- 1.5 HRA Capital expenditure amounted to £5.366m against a current budget of £6.085m. This underspend was identified via budget monitoring and will be slipped into 2009/2010.
- 1.6 The Deane DLO has made an overall trading surplus of £95k.
- 1.7 The figures remain subject to external audit.
- 1.8 Corporate Strategy and Performance Monitoring has identified:

- | |
|---|
| <ul style="list-style-type: none">• 52% of Corporate Strategy objectives are on course• 50% of Taunton Dean Borough Council local 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 2008/2009, and progress against the 2008/2011 Corporate Strategy and 2008/2009 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 2008/2009, a further report will be presented to Members giving the updated position on subsidy and the implications for the Council's 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 30 June 2009.
- 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 financial investment have helped achieve the overall goals of the Council.

2008/2009 Outturn Figures

General Fund

3.0 Revenue

- 3.1 Members were presented with regular budget monitoring reports during

2008/2009 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:

2007/2008	Change during the Year £	Impact on General fund Reserve £
Actual Balance brought forward 1 April 2007		-644,640
Original use of Reserves		0
Budgeted repayment to reserves		-169,371
Earmarked reserves returned		-1,546,265
Plus supplementary estimates agreed during the year:		
DLO Highways Restructure	9,121	
Unauthorised Planning	50,000	
Core Council Review – Phase 1	1,000,000	
Total Use of Reserves to support the 2007/2008 budget		+1,059,121
Expected Balance carried forward 31 March 2008		-1,301,155

- 3.2 The draft outturn for 2008/2009 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 19 February 2008 (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 for quarter 3 of 2008/2009 to the Strategy and Performance Panel in April 2008, reported a projected overspend of £5.5k.
- 3.4 The Accounts for 2008/2009 have now been closed. Appendix A shows that the actual position for the last financial year was an underspend of £45,543 or 0.53% less than the approved authority expenditure. The main reasons for this are shown in the following table: -

Expenditure Head	Variation £	Comments
Forecast overspend @ Q3 as reported to the Strategy and Performance Panel	+5,500	Please see March 2009 Strategy and Performance Panel Report

Additional Costs		
Interest Payable on Loans	+125,150	The premium for early redemption of debt has been charged in one year rather than spread over the life of the new debt.
Concessionary Travel	+85,280	Higher than anticipated costs at Qtr3
Somerset Waste Partnership Contract	+46,180	Higher than anticipated costs at Qtr3
Reduced Costs		
Homelessness	-42,880	B and B expenditure is lower than expected at Qtr3.
Discretionary Rate Relief	-79,870	Actual reliefs provided for 2007/2008 were lower than budgeted for (this cost hits the General Fund a year in arrears) – this was not identified during budget monitoring.
Additional Income		
Investment Income	-166,800	Higher investment income than anticipated at Qtr 3 due to change in policy. (Investment income no longer given to various earmarked reserves.)
Rent Allowances/Rent Rebates/Council Tax Benefit Subsidy	-209,020	Greater subsidy entitlement than forecast during the year.
Reduced Income		
TIC	+49,850	Higher reduction in sales income than anticipated at Qtr3.
Planning Income	+141,870	Lower than anticipated income at Qtr 3
Other		
Various	803	Other minor variances across a number of services
Total Net Over/ (Underspend)	-45,543	

3.5 General Fund Reserve

The current budget required a total of £1,059,120 from the General Fund Reserve to support expenditure, the underspend detailed in paragraph 3.4 will now decrease this to £1,013,577.

The final figures for the Core Council Review Phase 1 are also now known and the total costs are £773k. Therefore not all of the £1m earmarked is

required and £227k will be returned to General Fund Reserves.

Therefore the current position of the General Fund Reserve is:

	£	£
Expected balance carried forward @ 31 March 2008 (as per the table in 3.1 above)		-
		1,301,155
Unused CCR Sup Est returned to reserves		227,310
Underspend in 2008/2009		45,543
Actual balance @ 31 March 2008		1,574,008

4.0 Capital

- 4.1 The updated General Fund Capital Programme for 2008/2009 showed a total expenditure budget of £6.361m including General Fund Housing. The final outturn position shows total expenditure of £8.508m, giving an apparent overspend of £2.147m. However this was supported by additional external funding of £2.844m (principally in respect of Project Taunton) leaving a genuine underspend of £697k. The majority of this underspend relates to delays in the completion of projects. This slippage will be rolled forward into the 2009/2010 capital programme.

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 Strategy and Performance Panel in April 2008, forecast reported underspends and slippage of over £685k, leaving a forecast working balance of £2.767m.
- 5.3 The Outturn shows a working balance carried forward into 2009/2010 of £2.757m, which is £10k less than that previously reported.
- 5.4 The variance of £10k arises for the following reasons:

Heading	£'000
Reduced Income	
Reduced total rents and service charges due to higher than anticipated void levels	393
Reduced Interest receivable due to drop in interest rate	135
Increased Income	

Supporting People – increased income for SP funded services	-33
Increased charges and facilities and contribution towards expenditure on estates	-127
Reduced Costs	
Reduced maintenance costs – smoke detector replacement and additional slippage with asbestos survey.	-99
Reduced management costs – internal recharges, reduction of insurance premium, employee costs, consultants days re academy.	-335
Reduction of bad debt provision	-84
Reduction – Loan charges	-109
Increased Costs	
Debt Management Costs – increased premium payable on debt redemption	89
Negative subsidy – additional payment relating to previous year.	143
Contribution to reserves	37
Total	10

Further details are shown in Appendix B.

5.5 The working balance position projected forward into 2008/2009 now becomes:

	2008/2009 Current Estimate £'000	2008/2009 Actual £'000	2008/2009 Current Estimate £'000	2008/2009 Revised £'000
Opening Balance	3,046	3,046	2,647	2,757
Add Surplus in Year	(279)	(289)	(888)	(888)
Closing Balance	2,767	2,757	1,759	1,869

Deane Helpline

5.6 During the year the Deane Helpline made a surplus of £10k, this was above budget monitoring projections. The balance on the Deane Helpline Trading Account at 31st March 2009 amounts to £12,664. It should be noted that this balance remains after making an in-year contribution to the General Fund of £30,000.

6.0 HRA Capital

6.1 HRA capital expenditure for the year amounted to £5.366m against a current budget of £6.085m, an underspend of £719k. This majority of this

underspend was forecast during budget monitoring and related to Decent Homes work.

This underspend will slip forward to 2009/10 and will increase the programme available in 2009/2010.

7.0 Deane DLO

7.1 During the year the Deane DLO made an overall trading surplus of £95k. A contribution of £30k was also made towards the General Fund regarding partnership savings, therefore the balance on the DLO Reserve as at 31 March 2009 will be £507k.

7.2 A summary of performance for both 2007/08 and 2008/09 is shown below:

Deane DLO	(Surplus)/Deficit 2007/2008 £000	(Surplus)/Deficit 2008/2009 £000
Highways	(24)	(6)
Grounds Maintenance	5	41
Building Maintenance	38	(136)
Cleansing	(16)	6
Total	3	(95)

8.0 Performance Management context

- 8.1 In April this year the new Comprehensive Area Assessment (CAA) regime started. The CAA is substantially different to the previous Comprehensive Performance Assessment (CPA) under which the Council was rated as Excellent. As part of the new Comprehensive Area Assessment the government introduced a new National Indicator Set which contains 199 performance indicators. These have replaced the previous best value performance indicators. Of these new National Indicators, Taunton Deane Borough Council is expected to monitor progress for around 80.
- 8.2 The Council's National Indicators are broken into two element; those which form part of the Local Area Agreement, which are considered to be priority indicators (Appendix E refers), and a number of other National Indicators, which we are expected to monitor (Appendix F refers).
- 8.3 In addition to the National Indicators we continue to monitor a number of local performance indicators (Appendix G refers) and performance indicators in respect of the Southwest One partnership (Appendix H refers).
- 8.4 As part of the Comprehensive Area Assessment, the council has to complete a Use of Resources self-assessment. In this the Council has to demonstrate how it plans and manages its finances effectively to deliver its strategic

priorities as well as producing relevant and reliable data and information to support decision-making and performance management.

9.0 Progress against the Corporate Strategy 2008/2011

- 9.1 The Objectives of the Council, together with the Key Actions to attain them, were listed in the Corporate Strategy 2008 - 2011, and approved by the Executive.
- 9.2 For the year (April 2008 - March 2009) progress against these objectives is reported in Appendix D of this report and summarised below:

Corporate Objectives			
☺	On course	11	52%
☹	Partially completed or action pending	8	38%
☹	Off course	2	10%
Total number of objectives =		21	

10.0 Progress against Local Area Agreement National Indicators 2008/2009

- 10.1 These new National Indicators are considered to be priority indicators and progress against them will be carefully monitored as part of the Comprehensive Area Assessment for Somerset. They will also be a key part of the Managing Performance assessment for Taunton Deane Borough Council. The measurement data obtained in respect of the new National Indicators during 2008/2009 will be used as a baseline against which targets are set for future years. The 2008/2009 measurement data is outlined in Appendix E.
- 10.2 Each of the Local Area Agreement indicators has a dedicated Delivery Plan owned by the partners which can be downloaded from the Somerset Strategic Partnership website. The targets have been taken from these Delivery Plans. The Partnership sets each target and a number of targets have yet to be set.
- 10.3 We are reliant on information from several partners to inform the setting of the National Indicators. Not all of this information is yet available and consequently not all of the targets have been set. In July the Outturn Report on each of the Local Area Agreement indicators will be presented to the Somerset Strategic Partnership, this will provide additional data for the Taunton Deane Borough Council indicators. Therefore, it is proposed to present an update for these indicators in September with the quarter 1 report.

11.0 Progress against Taunton Deane Borough Council National Indicators 2008/2009

- 11.1 We are also expected to monitor additional National Indicators and these are provided in Appendix F. Again, some of the information is missing as it has not yet been provided by partner organisations. The Audit Commission's

timetable for this information being provided is the end of December 2009. Therefore, we should have a full suite of information by the beginning of 2010.

- 11.2 For each national indicator there is a set of government guidance to enable the collection of data. This year the focus has been around setting a baseline for the national indicators with a view to setting targets for future years. You will be provided with these targets as part of the future quarter monitoring reports.

12.0. Progress against Taunton Deane Borough Council Local Indicators 2008/2009

- 12.1 In addition to the national indicators we continue to set targets for and monitor a number of local indicators. These are provided in Appendix F.

Local performance indicators			
☺	On target	12	50%
☹	Off target	10	42%
	Information not provided	2	8%
Total number of indicators =		24	

- 12.2 As part of the core council restructure we want to rationalise the existing arrangements for managing and monitoring performance. We need to challenge what we have to enable the introduction of a smarter and more efficient process which effectively drives and monitors council performance. Some of this work has already started and we will be involving key Members in the development work. We will keep Members informed of our progress.

- 12.3 If any Member would like any further information about any of the performance indicators, please contact Ruth James.

13.0 Southwest One performance indicators

- 13.1 Performance Indicator targets are set and agreed annually for each in-scope service. The measurement period for each performance indicator varies and may be monthly, quarterly or annually. Monthly progress reports are provided by Southwest One, which are monitored by the Client Team.

- 13.2 Detailed below is a summary of performance against the performance indicators for 2008/2009. The percentage showing as 'Information not provided' is reflective of the fact that a number of the performance indicators were still being developed during 2008/2009. The details are provided in Appendix H.

Local performance indicators		
☺	On target	75%
☹	Off target	1%
Information not provided		23%

Total number of indicators measured =	675
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14.0 Effect on corporate priorities

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

15.0 Recommendation

15.1 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 2008/2009.
- b) To note the performance against targets for the Corporate Strategy, and national and local indicators for 2008/2009.

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Background Papers:

- Executive 6 February 2008, Revenue Budget Setting 2008/2009.
- Strategy and Performance Panel 10 March 2009, Financial/Performance Monitoring: Quarter Three 2008/2009.

Appendix A

**TAUNTON DEANE BOROUGH COUNCIL
GENERAL FUND REVENUE OUTTURN 2008/09**

Actual 2007/08 £	Portfolio	Original Estimate 2008/09 £	Current Estimate 2008/09 £	Actual Expenditure 2008/09 £	Variance £
		(1)	(2)	(3)	(4)
0	Communications	0	(12,350)	0	12,350
870,964	Community Leadership	818,840	798,900	907,316	108,416
1,290,820	Corporate Resources	1,617,990	1,758,240	1,300,560	(457,680)
1,427,715	Economic Dev. Property & Tourism	898,490	903,130	3,058,500	2,155,370
4,930,204	Environmental Services	4,960,930	4,982,850	4,788,969	(193,881)
2,022,546	General Services	1,597,690	2,104,210	1,958,773	(145,437)
2,126,986	Housing Services	2,467,860	2,817,960	2,612,194	(205,766)
888,915	Planning Policy & Transportation	733,420	796,390	1,250,138	453,748
2,660,966	Sports, Parks & Leisure	2,813,200	2,818,210	2,907,270	89,060
16,219,116	Total Service Expenditure	15,908,420	16,967,540	18,783,720	1,816,180
(1,489,927)	Capital Charges Credit	(2,205,700)	(2,205,700)	(4,500,498)	(2,294,798)
0	Interest Payable on Loans	380,880	380,880	406,033	25,153
0	Minimum Revenue Provision	280,670	280,670	275,716	(4,954)
(711,471)	Interest Income	(750,000)	(750,000)	(733,802)	16,198
0	Invest to Save Monies returned to GF Balance	0	0	169,370	169,370
0	CCR phase 1 monies returned to GF Balances	0	0	227,310	227,310
(771,990)	Contribution from General Fund Balances	0	(1,059,120)	(1,013,577)	45,543
13,245,728	Authority Expenditure	13,614,270	13,614,270	13,614,272	2
27,870	Special Expenses	29,190	29,190	29,190	0
13,273,598	Borough Expenditure	13,643,460	13,643,460	13,643,462	2
357,559	Parish Precepts	371,799	371,799	371,799	0
13,631,157	Budget Requirement	14,015,259	14,015,259	14,015,261	2
(6,983,855)	Contribution from NNDR Pool	(7,346,300)	(7,346,300)	(7,346,302)	(2)
(1,172,035)	Revenue Support Grant	(1,022,665)	(1,022,665)	(1,022,665)	0
	Surplus on Collection Fund				
4,831	Council Tax	50,486	50,486	50,486	0
5,480,098	Net Expenditure to be Raised by Council Tax	5,696,780	5,696,780	5,696,780	0

GENERAL FUND RESERVE BALANCE 2008/09

1,242,161	Balance b/f 1 April	644,640	644,640	644,640	0
(723,410)	Supplementary Estimates Agreed	0	(1,059,121)	(1,059,120)	1
175452	Monies returned to Reserves	169,371	396,681	396,680	(1)
	Earmarked reserves returned to General Reserves	0	1,546,265	1,546,265	0
(49,563)	Contribution from/(to) GF Balances	0	0	45,543	45,543
644,640	Balance c/f at 31 March	814,011	1,528,465	1,574,008	45,543

**TAUNTON DEANE BOROUGH COUNCIL
HOUSING REVENUE ACCOUNT OUTTURN 2008/09**

Actual 2007/08 £		Original Estimate 2008/09 £	Current Estimate 2008/09 £	Actual 2008/09 £	Variance £
		(1)	(2)	(3)	(4)
	<u>Income</u>				
18,289,270	Dwelling Rents	19,261,390	19,261,390	18,878,670	382,720
483,760	Non Dwelling Rents	468,550	468,550	458,010	10,540
488,030	Charges for Services/Facilities	421,990	421,990	534,520	(112,530)
223,500	Contribution towards expenditure on estates	223,500	223,500	237,580	(14,080)
(4,388,730)	Government Subsidy	(5,826,140)	(5,826,140)	(5,969,570)	143,430
4890	Subsidy-Housing Defects Act	0	0	0	0
483,940	Supporting People	451,250	451,250	484,540	(33,290)
15,584,660	Total Income	15,000,540	15,000,540	14,623,750	376,790
	<u>Expenditure</u>				
4,985,400	Management General	4,333,240	4,333,240	3,997,800	(335,440)
4,381,720	Maintenance	5,694,850	5,156,850	5,057,540	(99,310)
76,350	Provision for Bad Debt	-	50,000	(33,630)	(83,630)
	Capital Charges - impairments	-	-	37,635,350	37,635,350
	Capital Charges – RECS	-	-	251,950	251,950
3,591,340	Capital Charges-depreciation	3,530,210	3,530,210	4,041,090	510,880
88,870	Debt Management expenses	24,000	24,000	29,570	5,570
	Redemption Costs	-	-	83,100	83,100
13,123,680	Total Expenditure	13,582,300	13,094,300	51,062,770	37,968,470
(2,460,980)	Net Cost of Services	(1,418,240)	(1,906,240)	36,439,020	38,345,260
	Capital Charges - impairments			(37,635,350)	(37,635,350)
	Capital Charges – RECS			(251,950)	(251,950)
	Capital Charges-depreciation			(510,840)	(510,840)
886,060	Loan Charges-interest	833,000	833,000	724,090	(108,910)
(319,710)	Interest Receivable	(160,000)	(330,000)	(195,420)	134,580
(1,894,630)	Net Operating Expenditure	(745,240)	(1,403,240)	(1,430,450)	(27,210)
	<u>Appropriations</u>				
-	Transfer to Earmarked Reserve	130,000	130,000	167,060	37,060
1,508,440	Revenue Contributions to Capital	1,552,160	1,552,160	1,552,160	0
(386,190)	(Surplus)/Deficit	936,920	278,920	288,770	9,850

Working Balance

2,659,394	Balance b/f 1 April	3,143,240	3,045,580	3,045,580	0
386,190	Net Surplus/(Deficit) in Year	(936,920)	(278,920)	(288,770)	9,850
3,045,584	Balance c/f 31/3/2008	2,206,320	2,766,660	2,756,810	9,850

Appendix C

How has our Investment in 2008/09 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 2008/09.

Service Area	Original Budget 2008/09 £	Actual 2008/09 £	Impact on Corporate Objectives
General Fund Revenue:			
Grant Funding of the Westival	10,800	10,800	Objective 4: developing cultural offer of Taunton Deane
Contribution to the Handyman service	10,000	10,000	Objective 11: relates to improving the perception of crime by promoting increased security to residents' properties
Warm & Well – expansion of the service	25,000	5,882	Objective 17: To meet the Home Energy Conservation Act target to improve energy efficiency
Climate Change	25,000	1,766 plus officer time	Objective 17: focus on climate change
Crime & Antisocial Behaviour Initiatives	19,500	19,500	Objective 10: reducing anti-social behaviour incidents
Area Working - Youth	25,000	18,000	AIM 4: Healthy Living
Sustainable Transport	22,000	25000	AIM 4: Transport
Housing Revenue Account:			
Heating Systems Renewal	131,040	33,035	AIM 4: Healthy Living
Fencing works	96,400	55,356	Objective 8: to reduce overall crime
Capital Programme:			
Leisure Services			

Grants to Clubs	109,130	76,127	Objective 14: promote healthy activities to meet needs of wider community
Play Equipment – grants to Parishes	31,000	18,460	Objective 14: continue the programme of constructing new and improved play areas
Replacement play equipment	26,000	254,268	Objective 14: continue the programme of constructing new and improved play areas
Environmental Services			
Neroche Project	14,700	14,700	AIM 5: Environment
Housing (GF & HRA)			
Renovation Grants	335,000	275,698	AIM 4: Healthy Living
Disabled Facilities Grants	350,000	328,809	Objective 19: achieve equality standard
Grants to Registered Social Landlords	809,000	854,000	Objective 12: increasing the number of affordable houses in the Borough
Decent Homes works	4,512,390	4,524,104	Government target to make all homes decent by 2011

APPENDIX D
Corporate Strategy 2008 - 2011
Quarter 4 (2008/2009) Monitoring

Economy

Objective 1: Stimulate the creation of 12,500 new jobs in the Borough between 2008 and 2026 of which 5% (625 jobs) will be within the Creative Industries Sector. This includes 6,500 office and admin jobs within Firepool by 2010, (through Project Taunton) with pay rates on average 5-10% greater than the Borough average. Also included are 2,500 jobs within the proposed High Street retail development.

Action Pending ☹️

Key Activities	Progress to 31 March 2009
<p>1.1 Review the Economic Development Strategy adopted in 2006/07 on an annual basis, and review the outcomes from the ED action plan addressing local economic issues that characterise the local economy as 'low wage, low skill, low aspiration'.</p>	<p>Local Economic Assessment completed and available to download from website.</p> <p>Employment Land and Premises questionnaires analysed and information fed into Task and Finish Group</p> <p>Envisioning process commenced and awaiting report</p>
<p>1.2 Support the Project Taunton development of Firepool through the procurement of suitable development partners, starting on site in Spring 2008.</p>	<p>Ongoing discussions with developers. The council has also received notification of its allocation of Growth Point funding and discussions are taking place for using some of this funding on the Firepool site. This being the case work will commence on site during 2009.</p>
<p>1.3 Kick start the Cultural Quarter of Project Taunton by redeveloping Castle Green, Coal Orchard and Goodland Gardens, to include providing a new site for the County Council library and records office (Start on site 2009).</p>	<p>Cricket Club nearing completion of two of their first three phases of redevelopment. Design for 'Somerset Square' finalised and completion scheduled for August 2009. Design for area in front of Brewhouse finalised and funding secured. Work now started on site with Museum of Somerset project. Design for Castle Green finalised and planning application due to be submitted w/c 18/5/09.</p>
<p>1.4 Provide an agreed framework for planning policies to successfully implement the Urban Design Framework, Project Taunton and the Urban Extension through adopting the Town Centre Area Action Plan (December 08), and developing the Local Development Framework (December 09).</p>	<p>The Town Centre Area Action Plan and supporting Design Code were adopted in October 08.</p> <p>The Planning Obligations SPD was adopted in December 08.</p> <p>Work on the Core Strategy is progressing, but due to the impact of the Core Council Review the public consultation will now be in October and November 2009.</p>
<p>1.5 Work alongside Project Taunton to ensure that if the UKHO is relocated within Taunton, the current site is used for suitable mixed use development.</p>	<p>The situation regarding UKHO is being monitored.</p>

<p>1.6 To work with partners to bring forward the proposed retail development in High Street</p>	<p>Discussions with the owners are continuing.</p>
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Economy

<p>Objective 2: To reduce deprivation in the most deprived wards in Taunton Deane, with a specific focus on Halcon and Lyngford, taking the 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 (IMD) rankings).</p> <p style="text-align: center;">Action Pending ☺</p>	
Key Activities	Progress to 31 March 2009
<p>2.1 Work closely with the Project Taunton Delivery Team, Learning and Skills Council and SCAT together with other relevant partners to promote new work opportunities, apprenticeships and training provision resulting from Project Taunton. This is aimed at improving skills, employment and wage levels and preparing people for job opportunities in these wards.</p>	<p>The Taunton Deane Employment and Skills Group, created from the original Project Taunton Skills Group, are looking at employment and skills opportunities created by all development across Taunton Deane. The terms of reference for this group is in the process of finalisation.</p> <p>Development of Construction Skills Academy waiting for the announcement of the developer name (Firepool).</p> <p>Meeting held with Retail Academy to discuss potential for development of local hub</p> <p>Creative Skills Sector Hub discussions are ongoing.</p>
<p>2.2 Develop proposals for a Construction Skills Academy within the construction phase of Firepool, that is capable of improving the skills for experienced and new construction workers.</p>	<p>No further progress can be made until appointment of a Developer (Firepool).</p>
<p>2.3 Develop planning proposals to establish a local workforce 'quota' and a Section 106 policy for all developments in the Borough over a certain size, that is adopted within the Local Development Framework.</p>	<p>A 'workforce quota' policy is now included within the 'adopted' Taunton Town Centre Area Action Plan. For the core strategy planning obligations SPD will be commenced Winter 2009.</p>
<p>2.4 Continue to support the development of community owned and managed agencies, such as North Taunton Partnership, East Taunton Development Trust and Wellington Economic and Community Partnership to act as the 'local agent' for this work.</p>	<p>Link Centre in Taunton east continues to be staffed by volunteers although at a reduced level.</p> <p>As the Skills Academy for Construction is developed, the benefits and opportunities that it presents will be especially strongly promoted in North Taunton and Taunton East.</p> <p>North Taunton Partnership have now obtained funding to secure the post of the Priorswood Centre Manager. This means that the Community Project Worker no longer needs to be funded through ED Unit</p>

2.5 Ensure that other benefits from Project Taunton are delivered that will benefit the Halcon and Lyngford wards, including better connectivity to the town centre, job opportunities and new health facilities.	As above.
2.6 Promote confidence and business skills in young people through supporting the three year Young Enterprise South West programme delivered to schools in Taunton Deane's most deprived wards (reviewing its success in June 2009).	The final year of the Young Enterprise Programme has been commissioned.

Economy

Objective 3: Support the diversification and strengthening of the rural economy of the Borough through facilitating and supporting new business and sector development	
Action Pending 😊	
Key Activities	Progress to 31 March 2009
3.1 Facilitate and support eight rural diversification projects (such as the development of bio-fuel projects) in the rural economy between 2008 and 2011.	Work in progress. No specific projects yet taking shape but opportunities through South West Rural Enterprise Gateways (SWREG) and Rural Development Programme for England (RDPE) are being pursued.
3.2 Support the development of Wellington Economic and Community Partnership to drive forward the Wellington Food Town Annual Festival as a regionally significant event, and increase the involvement of local rural food producers	Wellington Food Town Committee has decided not to hold the annual summer Food Festival in 2009 but hope to replace this with a Christmas event. Future developments will aim to be funded through successful project bids for Local Action for Rural Communities (LARC) funds in the Blackdowns/East Devon LARC area.
3.3 Develop food and drink sector initiatives (such as hospitality partnerships and training activities) based in Wellington that also improve the performance of the rural economy of the Borough.	See above.
3.4 Facilitate the development of 20 hectares of employment land in Wellington and Wiveliscombe by 2009.	Chelston is now underway which will provide an additional c18+ ha of employment land. The allocated employment land at Wiveliscombe is unlikely to commence in the short term. In terms of how much employment land we need and where it is to be provided – both will be part of the Core Strategy (LDF) work so it is premature to give any figure at present.
3.5 Continue to work with our District Partners to support the development of skills and knowledge within the land-based economy by holding 6 training and development seminars per Year	Taunton Agricultural Development Officer (ADO) currently facilitating a series of 12 I.T. training workshops for farmers. A further 9 training seminars on a variety of topics are planned for 2009.

<p>3.6 Continue to develop and support initiatives to address isolation and improve communication between our rural communities, and develop further technology-based solutions</p>	<p>Taunton ADO has several communication “vehicles” in place to develop and maintain links with the farming community.</p>
<p>3.7 Continue to support the community-based Wellington Market and Coastal Towns Initiative, and to facilitate a range of specific projects for improvement to the town with RDA funding. Continue to support the Wiveliscombe Area Partnership, following the completion of their Market and Coastal Towns programme.</p>	<p>Delivery Plans for all three LARC areas within Taunton Deane ie. Western Somerset; Levels and Moors; Blackdowns and East Devon have been written and submitted to SWRDA for approval.</p> <p>Once the Delivery Plans are agreed project proposals can be submitted from April 2009 onwards.</p>

Economy

<p>Objective 4: Develop the Cultural Offer of the Borough, by recognising and supporting the importance of cultural activities and creative industries to the economy of the Borough</p> <p>Action Pending 😊</p>	
Key Activities	Progress to 31 March 2009
<p>4.1 Establish Taunton Deane as a Regional Centre of Excellence for Creative Industries, working closely with partners to increase the number of businesses within the sector by 5% per annum</p>	<p>A countywide CID Group now established and Business Boost currently located within the Hothouse at Somerset College.</p>
<p>4.2 Continue to work with the County-wide Creative Industries Development Group and Creative Business Boost, to support the development of the Boost project and seek a legacy from its grant funded activity from 2008 onwards.</p>	<p>See above.</p>
<p>4.3 Explore the feasibility of facilitating the development of Tone Mill, Wellington as a cultural and creative industry ‘node’.</p>	<p>The condition of Tone Mill has deteriorated and this matter has been passed to Development Control and the Conservation Officer in order to preserve the historical value of the site.</p>
<p>4.4 Produce and implement an Action Plan to develop business activities in Tourism and Culture.</p>	<p>Business Plan developed and being circulated to partner Authorities. Regeneration Directors Group are to review the future options for STP</p>
<p>4.5 Identify a suitable site for the relocation of Taunton Tourist Information Centre, required through the redevelopment of the existing site as part of Project Taunton developments.</p>	<p>A review of the TIC and future information needs is underway with proposals expected to be ready for discussion early 09.</p>
<p>4.6 Provide funding and continuing support to the Brewhouse Theatre to secure a significant improvement in its financial situation, together with a 5% improvement in audience figures over the next three years.</p>	<p>Brewhouse has announced losses over Xmas period and first quarter of year. Urgent talks underway with partners to secure additional funding.</p>

Economy

**Objective 5: To encourage 30 new businesses per year to set up in Taunton Deane
(5% from the Creative Industries Sector)**

Action Pending ☹

Key Activities	Progress to 31 March 2009
<p>5.1 Secure a major business incubation centre for Taunton with facilities for up to 40 emerging micro and creative industries companies.</p>	<p>Discussions continue but it is unlikely that funding will be available until 2010/11 at the earliest.</p> <p>However, Government proposals to mitigate the financial crisis will be monitored to see if it becomes possible to draw this funding down earlier than the proposed cycle.</p>
<p>5.2 Cross-working within the Council and with partners to purchase and/or develop land for a minimum of eight small business units.</p>	<p>The Business Support Simplification Programme (BSSP) includes strategies to support publicly owned assets for business use.</p> <p>The finalised BSSP products will be published before end 08 at which time discussion will begin with the RDA about the role of business units and their relationship with Innovation/incubation centres, knowledge networks, and productivity-led private sector growth.</p>
<p>5.3 Identify suitable land for a further strategic employment site of around 10 hectares within the Taunton area.</p>	<p>Awaiting completion of Employment Land Task and Finish Group study.</p>
<p>5.4 Work with our County-wide partners to ensure that 250 businesses in Taunton Deane receive suitable advice, counselling and support over the next three years.</p>	<p>Businesses Supported 2008/09</p> <p><u>Total Supported - 1,700 (rural 62%)</u></p> <p>Start up Supported – 95 Train to Gain Supported – 236 Intensive Assistance – 117 Provided brokerage - 32</p>
<p>5.5 Work with Partners to ensure that our LAA stretch targets for business support are achieved, thus yielding up to £1.3m extra funding for this work from Government</p>	<p>Local Economic Assessment completed which demonstrates weakness in Taunton economy even before the recession. Awaiting report on Envisioning process and further research conducted within this process.</p>
<p>5.6 Work with Taunton Town Centre Company to support and develop the Town Centre Business Improvement project</p>	<p>Grant of £60k awarded to TTCCo from LABGI funds.</p>
<p>5.7 Work with Partners to establish 'In2Somerset' (the Inward Investment Company), enabling it to co-ordinate inward investment, the Tourism Destination Management Company and business development marketing and support.</p>	<p>The Shadow Board have agreed that Into Somerset will focus on Inward Investment activities only, and that any DMO should be considered separately. Awaiting formation of Company to allow SLA to be agreed.</p>
<p>5.8 Continue to work with partners to support up to 25 expanding Taunton Deane Companies with structured business advice, support and signposting.</p>	<p>See 5.4 above.</p>

Transport

**Objective 6: Support the County Council as lead agency, to limit the rate of growth of traffic congestion in Taunton
(to limit vehicle delay hours at peak-time to 2,414 hours by 2011)**

On Course 😊

Key Activities	Progress to 31 March 2009
6.1 Implement the Taunton car parking strategy, ring-fencing some income to support sustainable transport initiatives.	No further progress. Future activity is dependant on Project Taunton proposals coming forward.
6.2 Investigate, support and enable sustainable transport initiatives in Taunton Deane.	No further work was done in this quarter as the increased charges did not come into effect until 30 March.
6.3 Deliver the Congestion Reduction Strategy with SCC, implementing the agreed car park charging policies to ensure the success of the Park and Ride Schemes	Parking Charges were increased to maintain the momentum required by the strategy but also in recognition of the economic climate and the timetable for East Taunton Park & Ride. The Project Taunton timetable has slipped and is not a factor in determining charges or 2009/10.
6.4 Support the development and expansion of the Silk Mills Park and Ride Scheme.	It is proposed to submit the Silks Mills planning application at the end of July.
6.5 Work closely with the County Council to deliver the Taunton East Park and Ride facility and to agree a clear timetable for delivery.	Taunton East Park and Ride is due for completion in October 2009.
6.6 Optimise the location of homes, retail, business and leisure to minimise travel requirements, by implementing the actions in the Local Development Framework and Project Taunton.	Work on the core strategy is progressing and public consultation will be in October/November 2009.
6.7 Work with the County Council to improve public transport within Taunton Deane.	The Borough Council is involved in a range of initiatives, including an improved interchange at Taunton station, greater bus priority within Taunton town centre and planning policies to assist buses in the proposed Urban Extensions. On course.

Transport

Objective 7: Support the County Council as lead agency, to reduce the proportion of journeys to work made in Taunton by Single Occupancy Vehicles (SOV)	
Action Pending ☹️	
Key Activities	Progress to 31 March 2009
<p>7.1 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 2010.</p>	<p>The number of staff driving to work has fallen from 71.3% (2005), to 65.8% (2007) to 65.1% (2008). The number of car passengers has remained consistent, between 2% and 3% of all staff. SOV journeys are currently at 63% of all journeys to work.</p> <p>The refresh of the Employee Travel Plan is due to commence during 2009. However, there will be no further survey of staff travel behaviour until Spring 2010</p>
<p>7.2 Work in partnership with SCC to encourage top ten employers to achieve a transport modal shift to reduce SOVs by 2011 (to align to SCC target).</p>	<p>The Moving Forward Team (SCC) is just beginning to engage with the business community, primarily looking to target the existing business networks such as Business Link, Chambers of Commerce etc. The Cambria Farm park & ride will provide the opportunity to market travel plans more effectively, as will any other changes to the operation of Taunton town centre, such as public transport improvements, reduced parking levels/increased parking charges etc. SCC is monitoring these to make the most of the opportunities being afforded. TDBC will assist wherever appropriate.</p>

<p>7.3 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 TCCAP was adopted in October 2008. This contains polices that will require developers to prepare Travel Plans (via conditions / 106 agreements). A Planning Obligations (S106) Supplementary Planning Document was adopted in December 08. Work on a 'Core Strategy' is currently underway. Upon adoption (2011) a similar policy framework will exist across The Deane.</p> <p>Concerning delivery, there is 'patchy' progress on travel plans and a slightly inconsistent application of policy regarding the procurement of travel plans for major sites.</p> <p>This will be helped by the delivery of specific Travel Plan SPD. Work on this is on-going, but delayed somewhat by late publication of relevant DfT guidance. A revised project plans needs to be developed. A stakeholder workshop will be held sometime over summer 09, to be advised.</p> <p>The SPD will also look at travel planning for smaller sites where there is a need for a more collaborative approach between SCC, TDBC and developers.</p> <p>SCC have recently put in place a new monitoring system for travel plans that will help to monitor delivery and performance.</p>
<p>7.4 Support SCC in promoting and publicising alternative modes of transport to local residents and businesses through targeted road-shows, campaigns and other means.</p>	<p>SCC continues to promote alternative travel through their Smarter Choices campaign. TDBC has good working arrangements with the Smarter Choices Team and provides assistance wherever possible.</p> <p>It is recognised that more could be done to improve the promotion of sustainable travel through our web site and other literature. Further dialogue is required between SCC and TDBC.</p>

Crime

<p>Objective 8: To reduce overall crime in Taunton Deane. Target to be determined through 'Safer Communities' theme of LAA and right plants</p> <p>On Course 😊</p>	
Key Activities	Progress to 31 March 2009
<p>8.1 Deliver Somerset Community Safety Plan 2008-2010 by delivering Corporate Strategy objectives 8 and 9.</p>	<p>As previous progress. This is underpinned by Partnership activity across Somerset and Somerset West, including merging the Crime and Disorder Reduction Partnerships to reduce duplication and increase efficiency. This has been successful in obtaining a funding model and sub group which is now replicated in Somerset East.</p>
<p>8.2</p>	

Focus on reducing and preventing volume crimes (common assault, vehicle crime and criminal damage).	Serious acquisitive crime is a target within the LAA and has actions set out within it. Over 50 triangular signs have been produced and placed in hot spot areas to raise awareness and tackle vehicle crime
8.3 Review the success of the Wellington restorative justice scheme pilot and support further expansion if successful.	Due to a low amount of cases being reported to the Police and therefore passed on, the Panel has looked to try to expand to take cases from schools and from Housing providers

Crime

<p>Objective 9: To reduce the incidence of violent crime in Taunton Deane. Target to be determined through 'Safer Communities' theme of LAA</p> <p>On Course 😊</p>	
Key Activities	Progress to 31 March 2009
9.1 Enforcement of 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.	We have conducted a total of 155 visits to licensed premises to conduct checks against the requirements of the Licensing Act 2003. These visits are either to react to specific complaints made or are part of a proactive programme of premises inspections.
9.2 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>There has been good progress with the implementation of the "Best Bar None" award scheme for Licensed premises across the County. To date 46 Police Officers have been trained as BBN Assessors. There are launch days planned for 23rd June in Bridgewater and 30 June in Yeovil, initial notification letters for the scheme have been sent and formal application forms will need to be submitted by July. We are hoping for at least 200 entries who will be competing for either the Best Small/Medium sized venue or Best Large Venue. Awards will be allocated to the winners of both of these categories for each of the 5 district areas first and then from these overall winners will be chosen. The process will culminate in a Black Tie awards ceremony in November.</p> <p>We continue to be represented at all STARC meetings with our Partners.</p>

Crime

Objective 10: To reduce anti-social behaviour incidents in Taunton Deane. Target to be determined through 'Safer Communities' theme of LAA	
On Course 😊	
Key Activities	Progress to 31 March 2009
10.1 Support Neighbourhood Policing - fund a dedicated Taunton Deane PCSO and work closely with PCSO's, Local Action Teams and partners to provide a more co-ordinated and effective approach to tackling anti-social behaviour.	As previous update. Dreamscheme is being implemented in Halcon to reward positive behaviour by young people.
10.2 Devise and deliver a program of actions to tackle antisocial behaviour hotspots, identified through the database and partnership working.	Dreamscheme implemented as above. Projects as left continue to be delivered
10.3 Continue identifying and implementing youth diversionary activities and facilities, including sports and arts activities.	As above and left.
10.4 Provide training and support to the Antisocial Behaviour Officer to tackle antisocial behaviour through partnership work, youth provision and diversion work, ASBOs, the three strike policy and other means.*	This post has continued to be successful in delivering youth diversion projects and in providing business plans for Paintball and for the use of space at Asda as well as ensuring that projects are funded through the Crime and Disorder Reduction Partnership.
10.5 Deliver the STARC action plan through partnership working to tackle alcohol related crime through prevention, enforcement and Education.	This is delivered through a steering group with individual actions assigned within the group to take forward on a countywide basis.

* This objective depends on continued funding from the Crime and Disorder Reduction Partnership for this post.

Crime

<p>Objective 11: To reduce the fear and perception of crime by 5% per year to 2009 (from March 2007 baseline - 25%)</p> <p>On Course 😊</p>	
Key Activities	Progress to 31 March 2009
<p>11.1 Implement actions from the 'Safer and Stronger Communities' element of the LAA to reduce fear of crime</p>	<p>The specific action plans are as outlined above (ref 8.1).</p>
<p>11.2 Support and promote the increased security of residents' properties through the Handyman Scheme, the Bobby Van initiative and the payment of grants via Age Concern, to improve the security of vulnerable properties and prevent repeat burglary.</p>	<p>First No Cold Calling Zones launched. Safer Home Group oversees other actions within this area and is county wide.</p>

Healthy Living

Objective 12: To enable the building of 720 units of affordable housing between April 2008 and March 2011 to contribute substantially towards the affordable housing target for Taunton Deane

Action Pending ☹

Key Activities	Progress to 31 March 2009
<p>12.1 Planning Gain through Section 106 agreements - negotiations with developers to meet a targeted proportion of social housing and other subsidised housing.</p>	<p>The current state of the housing market is resulting in the prospect of the earlier delivery than expected of affordable housing on a number of S106 sites. In a few cases an increase in the amount of affordable housing is also under consideration.</p> <p>As a result of this 17 social rented houses have been agreed on Cades Farm. A similar delivery is expected on Langford Mead.</p>
<p>12.2 Utilise Council owned and other sites to develop social and other subsidised housing.</p>	<p>Work with Summerfield Homes and the National Trust for 100 affordable homes in Cheddon Road is progressing well with a planning application expected in the next few weeks.</p> <p>Work is progressing well on a similar site but a smaller scheme on land owned by the Crown Estate.</p> <p>The Council owned site at Holyoake Street has progressed well with planning permission granted. Most of the 15 households have now been decanted to alternative accommodation of their choice.</p> <p>A development of 14 two bed flats at Somerton House, Hamilton Road, Taunton is now completed and fully occupied.</p> <p>A rural exception scheme of 7 homes on a site on the edge of Milverton is still being investigated. Planning application is expected to be submitted in the next few weeks. Planning permission has been granted for 9 affordable homes at Dipford, Trull.</p>
<p>12.3 Deliver the Local Development Framework for all types of housing need, including low cost and social housing.</p>	<p>The Council's first Development Plan Document under the new planning system, the Taunton Town Centre Area Action Plan, was adopted in October 2008.</p>

	Preparatory work on the Core Strategy and Allocations Development Plan Documents continues.
12.4 Investigate new approaches to delivering intermediate housing.	<p>Our model for the provision of discounted affordable homes to buy, first used on a scheme at Chelston, continues to be used on other sites.</p> <p>As a response to current market and financial conditions some Shared Ownership properties are being converted to Intermediate Rent for fixed periods of several years, at the end of which they could revert to Shared Ownership with the payments made by the occupiers being used as a deposit for mortgage purposes.</p> <p>We are working with an external funder on potential schemes that could be delivered without the need for public funding.</p> <p>Work on the Strategic Housing Market Assessment and complementary Strategic Land Viability Assessment has been completed and the report published. This information will underpin new housing and planning policies.</p>
12.5 Ensure that all Council-owned residential properties comply with the Government's Decent Homes Standard by March 2011.	

Healthy Living

<p>Objective 13: To reduce the number of homeless households in temporary accommodation by 50% by 2010, with an emphasis on homelessness prevention</p> <p>On Course 😊</p>	
Key Activities	Progress to 31 March 2009
13.1 Prevention - Deliver the issues in the Planning Out Homelessness Strategy around preventing homelessness.	"Making Homes, Helping People, Changing Lives" has now been produced as a replacement for "Planning Out Homelessness" Following the introduction of thematic working across the council discussions are taking place as to how the action points can be implemented
13.2 Supply - Deliver the issues in the Planning Out Homelessness Strategy around increasing housing supply for the homeless.	The Rough Sleeping Unit is now fully functional. Occupancy rates are high, as is demand
13.3 Supply - Deliver the issues in the Planning Out Homelessness Strategy around improving support for the homeless.	See above

Healthy Living

Objective 14: Promote healthy activities to meet the needs of the wider community, responding to the needs of different age groups and recognising the contribution made from sports, art and culture

On Course 😊

Key Activities	Progress to 31 March 2009
<p>14.1 Consider all options for delivering new opportunities for public swimming in Taunton Deane including the construction of a new 25m pool in Taunton.</p>	<p>Still no decision made.</p>
<p>14.2 Deliver the actions identified in the Play Strategy 2007-12 to improve play provision in priority areas.</p>	<p>Out of 19 actions in the Play Strategy 12 are complete or underway, 3 are being led by a third party. The other 4 actions will be delayed until resources are available (the references are from the Play Strategy).</p> <p>LP4 and EC2: Three landscape play areas were completed during the year – Hawthorne (Holway), French Weir (Fairwater) and Howard Road (Wellington). They are attracting enormous use and have become destinations for family outings leading to greater use of the open spaces and greater levels of physical and social activity. Work has progressed on designs for 2 further play projects in Halcon – Asda greenspace and Baldwin Road.</p> <p>LP4 and F2: Oake Parish council and Village Hall Committee have been supported to agree a design for a new style play area to be funded and developed by the Council and Playbuilder.</p> <p>LP5: Stawley School governors have been offered a grant towards a play area after signing an agreement guaranteeing out of hours access for the public.</p> <p>LP1, I2 and EC1: Play Ranger and Wild Play projects continue to attract large numbers of children around the Borough.</p> <p>EC3: a destination skatepark is nearer to achievement with 2 successful funding bids by the Community Skatepark project group totalling £73,000.</p> <p>EC4: A Landscape Design company has been selected to serve 4 of the District Councils to undertake fully inclusive consultation with children leading to play area designs and the management of the construction phases for further play area replacement projects over 2 years.</p>
<p>14.3 Promote and support health activities for the elderly, such</p>	<p>Flexercise Training was provided to 13 individuals</p>

as the 'Prime' package from Tone Leisure, and other initiatives (Flexercise, health walks etc).

in February. They were a mixture of employees from homes in Taunton Deane and Volunteers working in the community. Follow-up visits to observe the individuals delivering Flexercise in their own community, have been taking place.

'Walk Well in Taunton' health walking scheme saw an average participation of 32 per walk. The scheme attracted 55 new participants. One "Walk Well Plus" walk took place during Quarter 4 with 26 participations and 1 new participant.

Active Somerset- 2 walks took place in Ruishton with a total of 30 participations.

One MEND Programme took place. 5 families completed the course, all with excellent results.

Environment

Objective 15: To increase to at least 78% the percentage of people who are satisfied with the cleanliness of their local environment by 2009

On Course 😊

Key Activities	Progress to 31 March 2009
<p>15.1 Holistic management of the environment, linking highways, parks, open spaces, car parks, river and canal and other street scene areas. Achieve improved partnership and cross-service working.</p>	<p>During this quarter we have worked with local community groups you have organised 'litter picks' in their areas these have included Cotford St Luke, Wellington, Rockwell Green and the Halcon Estate in Taunton. Amongst others that have participated with the local residents are the local ward councillors and the police. In Bishops Lydeard the local school organised a day and we supplied the equipment and removed the bags of litter collected at the end of the day.</p> <p>As part of our commitment to Britain in Bloom our Coordinator has worked with a number of groups including those from Queens College and Wilton Girl Guides in cleansing works in Vivary Park. Through Wellington in Bloom they have supported the local residents at Tonedale in similar works and one of the local churches in litter picking around Wellington Basins. The Friends of Vivary Park have carried out small gardening jobs around the park.</p> <p>Continuing throughout the year has been our support of the 'unpaid workforce' from the probation service who have painted some of the street furniture in Taunton town centre and removed graffiti. They have also in Wellington painted the Wellington Playing Field sports pavilion and railings in the town centre.</p>
<p>15.2 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>The Cleansing DLO have been working with the Parish Clerk at Bishops Hull to co-ordinate our cleaning activities with that of the sweeper employed by the parish council to achieve better coverage in the village.</p> <p>In the coming months we hope to work again with Somerset Highways during their routine verge cutting so that we can clear the litter exposed by these works. This enables us to work safely in areas that are difficult to reach during our normal operations and improves the visual impact of the area for visitors passing through. Through the summer months we are planning to increase the frequency of our rural litter picking from the A & B routes.</p>

Environment

<p>Objective 16: To increase the percentage of household waste recycled to 45% by the end of 2008/09 and 47% by the end of 2009/10</p> <p>On Course 😊</p>	
<p>Key Activities</p>	<p>Progress to 31 March 2009</p>
<p>16.1 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>The SWP's contractor May Gurney will be relocating from Taunton Market at the end of May 2009.</p> <p>The SWP client team for the greater Taunton area continue to provide advice and assistance to householders and solve problems when they arise. They also maintain regular liaison with the TD customer services and Deane DLO unit. In addition to the recycling performance previously referred to, this approach also contributed to TD having the 2nd lowest level of household waste arisings in UK during 2007/08.</p>
<p>16.2 Ringfence contract savings from the Somerset Waste Partnership to expand and improve the recycling service to include other types of waste, such as plastics and cardboard.</p>	<p>Budget provision has been made to allow roll out of SORT IT PLUS collections (with cardboard and plastic bottle recycling) in 2009/10. Final costs for these collections are being reported to TDBC in June 2009, which are based on the results of trials for this service and material incomes as originally contracted.</p>
<p>16.3 Work closely with the Somerset Waste Board to ensure we meet the 2020 European Landfill target of reducing biodegradable municipal waste landfilled to 35% of that produced in 1995.</p>	<p>Current SWP performance for recycling and composting puts it ahead of the current landfill diversion target.</p> <p>SWP will start work during 2009/10 on updating the Joint Municipal Waste Management Strategy for Somerset, which will update partner authority policies for diverting waste from landfill through waste minimisation, recycling and recovery.</p>

Environment

Objective 17: To actively promote sustainability in Taunton Deane with a focus on climate change, energy efficiency and renewable energy, to reduce our carbon footprint on the environment

Off Course ☹️

Key Activities	Progress to 31 March 2009
<p>17.1 Follow up our signing of the Nottingham Declaration on Climate Change by establishing a baseline of carbon emissions and carbon reduction targets. This will lead to developing a Climate Change Strategy to provide a joined-up approach to promoting sustainability, tackling climate change and reducing emissions.</p>	<p>Work still in progress:</p> <p>Baselines for vehicle use and emissions have now been established. A Carbon Management Plan is now being prepared providing a plan of actions to provide year on year carbon savings through Council operations.</p> <p>The Climate Change Strategy has yet to commence.</p>
<p>17.2 Reduce carbon emissions by adopting the BREEAM excellence standards for commercial construction on all Council owned land. This will include construction on Firepool and other Project Taunton sites</p>	<p>No change.</p>
<p>17.3 Ensure that new housing built through Housing Corporation funded schemes meet a minimum of level 3 of the Code for Sustainable Housing from 2007/08, with a view to increasing this level from 2008/09.</p>	<p>All schemes coming forward now through the ADP will be delivered to at least code level 3.</p>
<p>17.4 Meet the government target of improving energy efficiency by 30% on housing in Taunton Deane (1995-2010) through various housing initiatives.</p>	<p>No change</p>
<p>17.5 Review our existing buildings to ensure they are 'green' (using renewable energy suppliers, water saving measures, waste separation and recycling, energy-saving lightbulbs etc).</p>	<p>No change</p>

Environment

<p>Objective 18: To reduce the risk of flooding to Taunton town centre so as to enable development sites to come forward and to ensure that measures are in place to respond to flooding when and if it occurs within Taunton Deane</p> <p style="text-align: center;">On Course 😊</p>	
Key Activities	Progress to 31 March 2009
<p>18.1 To construct flood alleviation measures to enable the development of Firepool.</p>	<p>Construction of additional flood storage capacity completed in December 2008 and additional flood defences completed in March 2009.....on time and under budget. Amount of flood storage provided approximately 35% greater than originally estimated.</p>
<p>18.2 To continue to have suitable contingency procedures in place should flooding occur.</p>	<p>The Floodplan had been reviewed and found to be in line with the LRF stance. Further refinements are being considered in light of the Govt response to the Pitt Review of the Gloucester flooding.</p>
<p>18.3 To investigate other areas of flood risk as they occur.</p>	<p>As previously: Flooding is identified in the Local Resilience Forum's Public Risk Assessment and pursued as an ongoing workstream.</p> <p>As previously: Through the work of the Strategic Flood Risk Assessment (published September 2007) we now have a good knowledge of those areas that are likely to flood, together with an understanding of the type of defensive works that will be necessary to provide protection to communities within Taunton Deane. We shall continue to deliver schemes of flood protection through either central funding (e.g. Longrun Farm) or developer funding (e.g. Halse Water). As part of the infrastructure needs for the growth of Taunton we have submitted bids for New Growth Point and Regional Funding Allocation (RFA2) for further schemes on tributary streams to manage flood risk to the urban area of Taunton and the River Tone. These are programmed from 2011/12 until 2014/15 and are likely to be delivered beyond the timeframe of this current Corporate Strategy.</p>
<p>18.4 To financially support the Somerset Water Management Panel.</p>	<p>No change</p>

Delivery

Objective 19: 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.

Action Pending ☹

Key Activities	Progress to 31 March 2009
<p>19.1 Continue to develop Pioneer Somerset - enhanced two-tier working across all the Somerset councils to make annual efficiency savings and improve quality and accessibility of services to residents</p>	<p>The Pioneer Board has refocused the forward plan for the Pioneer Somerset Project to concentrate efforts on 4 issues:</p> <ul style="list-style-type: none"> • Shared Services. In particular the Board has identified a number of service areas that it wants looked into, and proposals prepared with a matter of urgency. These are: <ul style="list-style-type: none"> ○ Major applications and proposals ○ Housing – operational and strategic (excluding Landlord services) ○ Equalities and diversity ○ Legal Services <p>Other service areas will follow.</p> • Customer Access. This is a project that is being jointly led by TDBC and West Somerset. Its aims are to have a single common and joined up approach to Customer access across the Councils and ultimately to improve our customer satisfaction ratings. We are currently reviewing what needs to happen to deliver this project. • Community Leadership. This work stream will look at proposals for joint strategic leadership; improving LSPs; and improving community engagement and empowerment. • Budgets. It has been agreed that all the Somerset Councils will meet in July for a budget workshop with a view to us working together to manage budget issues for 20010/11 and beyond. <p>To give Pioneer the drive it really needs to make it happen, the Board wants to appoint a Chief Executive, Programme Manager and professional/admin support. This is subject to appropriate approvals within each Council.</p>

<p>19.2 Achieve a minimum Level 3 rating for CPA 'Value for Money' annual assessment by implementing key recommendations from the Audit Commission assessment of the Council.</p>	<p>CPA has been replaced by the Comprehensive Area Assessment</p>
<p>19.3 Allocate specific funding for 'Area Working' initiatives to enable projects to be delivered that benefit local communities.</p>	<p>Funding no longer allocated.</p>
<p>19.4 Explore using other partnerships and means of delivery that will improve value for money, (e.g. the Somerset Waste Board and the relocation of the nursery).</p>	<p>Building Control is currently working in partnership with Sedgemoor District Council.</p>
<p>19.5 Improve customer perception and satisfaction of the Council through delivering the five core communications actions recommended by the LGA that promote effective communication</p>	<p>All communications actions currently being delivered. Actions include residents newspaper (Deane Dispatch), internal communications, media management, brand management (Style Guide) and A-Z of services</p>
<p>19.6 Strengthen the role of Scrutiny at the Council to drive improvement, including developing the review of Value for Money and Performance and delivering more outcome-focussed task and finish reviews.</p>	<p>New scrutiny arrangements in place</p>
<p>19.7 Develop Procurement through collaboration with Southwest One to achieve savings targets, better quality, cost effective services and support our objectives around economy, sustainability and equalities.</p>	<p>Southwest One are developing a benefits tracking system to ensure the delivery from the procurement category plans.</p>

Delivery

Objective 20: To achieve level 4 of the Equality Standard for Local Government by the end of 2010 and to attain Level 5 by 2012	
Off Course ☹	
Key Activities	Progress to 31 March 2009
<p>20.1 Deliver effective Equalities Training to managers, staff and councillors and ensure this training is implemented at every level through staff appraisal, committee reporting and service planning mechanisms</p>	<p>Member training was carried out in February 2009. In partnership with SW1 an Equality and Diversity training plan has been agreed and resources allocated to deliver comprehensive staff, manager and member training throughout 2009.</p>
<p>20.2 Work through the requirements to progress the Council through Levels 2 to 5.</p>	<p>As previous quarter.</p> <p>The Equalities Framework for Local Government has been finalised. The Somerset Equalities Officers group is working toward attainment of 'Achieving' level for each authority by 2011.</p> <p>An exercise to identify gaps in attaining 'Achieving' level has been carried out and a delivery plan is currently being developed.</p>
<p>20.3 Improve engagement of BME communities through good service interface, use of an Equalities Forum and translation policies – all informed through customer feedback.</p>	<p>Engagement with BME communities has been developed through the Forum for Equality and Diversity in Somerset with an SLA now in place. Individual service areas have engaged with the Gypsy and Traveller group and the Polish community. The authority funds and engages with the Taunton Disability Discussion Group regularly on a range of subjects.</p> <p>A joint Translation policy has been developed with SCC to ensure consistency of service and to share resources and we continue to work with the Somerset Equality Officer Group to share customer engagement opportunities and information.</p>
<p>20.4 Adopt the government's 'Rural Proofing' commitment by ensuring that all our key policies are rural-proofed in future to ensure they have an appropriate focus on rural needs and circumstances.</p>	<p>The original intention was to prepare corporate guidance – to ensure that rural proofing was built into policies and strategies across the Council. However, there has been no progress.</p>

Delivery

Objective 21: To ensure that 80% of service enquiries to the Council are resolved at the first point of contact by 2015	
On Course ☺	
Key Activities	Progress to 31 March 2009
21.1 Work closely with our Southwest One partners to modernise and improve transactional and back office services, and improve access to and delivery of customer-facing services.	Southwest One has restructured all in-scope services.
21.2 Implement the Customer Access Strategy to deliver our services where and when they are required. Promote and monitor the Customer Contact Standards.	Have improved and maintain customer service call answering statistics.
21.3 Develop the management of complaints and consultation to ensure that consistent messages from the public are identified, fed through to services and result in service improvements.	Developing a new complaints system as part of the new CRM and implementation.
21.4 Use the demographic and social information available to focus our services more effectively on meeting the changing needs of the Taunton Deane community (e.g. ageing population)	No further progress
21.5 Implement appropriate Human Resources policies to manage the cultural change and workforce development required to achieve the above key activities.	<p>Southwest One</p> <p>Retained MR Manger continues to support CMT and Change Managers to ensure that a consistent strategic approach is taken.</p> <p>The Retained HR Manager has regular liaison meetings with the Southwest One HR team at TDBC and also other parts of the shared service delivery to ensure TDBC strategic aims and objectives are understood and incorporated in workplans.</p> <p>Job Evaluation</p> <p>The Council has been implemented on the basis that the conditions contained within Clause 12.2 of the National Terms and Conditions of Service have successfully been met. No response has been received from either UNISON Regional Office or the Head Office with regard to implementation of the Scheme on this basis.</p> <p>Absence</p> <p>As previously: The additional activity and emphasis on managing sickness absence has enabled the Council to attain the target set for 2008/09 despite the significant period of change</p>

	<p>at the Council.</p> <p>Absence will continue to be monitored as a priority with Core Council Managers, Corporate Management Team and with elected members.</p> <p>Organisational Development</p> <p>As previously: Retained HR staff continue to work with CMT to develop organisational development capacity and initiatives across the organisation and link these key issues such as Core Council Review and to change management projects generally.</p> <p>Completion of the liP assessment and developments in associated processes to ensure retention of the award have been action planned. Better working relationships with SW1 training and development have also been made during the last quarter.</p>
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Appendix E

Local Area Agreement National Indicator update to March 2009

National indicator	Definition	Baseline Performance 2008/09	LAA Somerset target Variable depending on Delivery Plan	Comment
1	Percentage of people who believe people from different backgrounds get on well together in their local area	77.3%	81%	Place Survey
4	Percentage of people who feel they can influence decisions in their locality	28.4%	Baseline +4%	Place Survey
6	Participation in regular volunteering	27.9%	Baseline +4%	Place Survey
7	Environment for a thriving third sector	16.3%	Baseline +3.5%	
11	Engagement in the arts	Active people survey revealed 47.7% in Somerset engaged.	Baseline +3.9%	Active people survey
16	Serious acquisitive crime rate	9.66 crimes per thousand population	9.04 crimes per thousand population	
21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	29.7%	Not set	
30	Reoffending rates of prolific and priority offenders	Avon and Somerset Police to provide data	Target to be set	
32	Repeat incidents of domestic	Avon and Somerset	Target to be set	

National indicator	Definition	Baseline Performance 2008/09	LAA Somerset target Variable depending on Delivery Plan	Comment
	violence	Police to provide data		
39	Rate of hospital admissions per hundred thousand for alcohol-related harm	NHS to provide data	Target to be set	
47	People killed or seriously injured in road traffic accidents	SCC to provide information	Target to be set	
56	Obesity in primary school aged children in year 6	NHS to provide data	14.9% (2008-9) 14.7% (2009-10) 14.6% (2010-11)	
111	First Time entrance To the Youth Justice System aged 10-17	Probation Service to provide data	Target to be set	
112	Under 18 conception rate	NHS to provide data	22.8 per 1015-17-year-olds (data available in 2012)	
115	Substance misuse by young people	Data not yet available	Target to be set	
121	Mortality rate from all circulatory diseases ages under 75	NHS to provide data	Target to be set	
136	People supported to live independently through social services (all adults)	Data not yet available	Target to be set	
139	The extent to which older people receive the support they need to live independently at home	34.9%	36.8% by 2011	
142	Percentage of vulnerable people who are supported to maintain	Data not yet available	95.49%	

National indicator	Definition	Baseline Performance 2008/09	LAA Somerset target Variable depending on Delivery Plan	Comment
	independent living			
147	Care leavers in suitable accommodation	Data not yet available	2008/0 990%; 2009/10 90.5%; 2010/11 91%	
152	Working aged people on out of work benefit	Data not yet available	Target to be set	
154	Net additional homes provided	Data not yet available	Target to be set	
155	Number of affordable homes delivered (gross)	Data not yet available	611 per annum	
163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least level 2 or higher	72.4%	Target to be set	
165	Portion of population aged 19-64 for males and 19-59 for females qualified to at least level 4 or higher	28.8%	Target to be set	
166	Median earnings of employees in the area	ONS data to be provided	Baseline +1.6%	
171	New business registration rate	Data not yet available	Target to be set	
172	Percentage of small businesses in an area at showing employment growth	Data not yet available	Target to be set	
175	Access to services and facilities by public in court, walking and cycling	70% (Baseline in 2007)	90%	

National indicator	Definition	Baseline Performance 2008/09	LAA Somerset target Variable depending on Delivery Plan	Comment
179	Value for money-total net value of on-going cash-releasing value for money gains	Actual efficiency, total in-year gains £573,613	Target to be set	
185	CO2 reduction from local authority operations	Data not yet available	Target to be set	
186	Per capita CO2 emissions in the local authority area	Data not yet available	Target to be set	
187	Tackling fuel poverty -- people receiving income-based benefits living in homes with a low energy visions in rating	16.91%	Target to be set	
188	Adapting to climate change	0	Target to be set	Restructure having impact on priorities
191	Residual household waste per household	371.56 kg per household	Target to be set	

Appendix F

TDBC National Indicator update to March 2009

National indicator	Description	Baseline performance 2008/09	TDBC target 2009/10	Comment
2	Percentage of people who feel that they belong to their neighbourhood	60.3%	Target to be set	Place Survey
3	Civic participation in the local area	14.8%	Target to be set	Place Survey
5	Overall general satisfaction with local area	87.7%	Target to be set	Place Survey
8	Adult participation in sport	20.4	Target to be set	Participation has fallen from 21.3% in 2005/06
14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer	27%	Target to be set	
15	Serious violent crime rate	0.22	Target to be set	This has decreased
17	Perception of anti-social behaviour	10.3%	Target to be set	
20	Assault with injury crime rate	6.26	Steady downward trend	
22	Perception of parents taking responsibility for the behaviour of their children in the area	34.7%	Target to be set	Place Survey
23	Perception that people in the area treat one another with respect and dignity	23.8%	Target to be set	Place Survey
27	Understanding of local concerns about anti-social behaviour and crime by the local council and police	28%	Target to be set	Place Survey
29	Gun crime rate	Avon and Somerset Police to provide data	Target to be set	
34	Domestic violence – murder	Avon and Somerset Police to provide data	Target to be set	

National indicator	Description	Baseline performance 2008/09	TDBC target 2009/10	Comment
35	Building resilience to violent extremism	Avon and Somerset Police to provide data	Target to be set	
36	Protection against terrorist attack	Avon and Somerset Police to provide data	Target to be set	
37	Awareness of civil protection arrangements in the local area	16.1%	Target to be set	Place Survey
41	Section of drunk or rowdy behaviour as a problem	23%	Target to be set	Place Survey
42	Perception of drug use or drug dealing as a problem	19.3%	Target to be set	Place Survey
48	Children killed or seriously injured in road traffic accidents	Road Safety Partnership provide information	Target to be set	
110	Young people's participation in positive activities	Data not yet available	Target to be set	
118	Take-up of formal childcare by low-income working families	HMRC to provide data	Target to be set	
119	Self-reported measure of people's overall health and well-being	77%	Target to be set	Place Survey
120	All age all cause mortality rate	NHS to provide data	Target to be set	
122	Mortality from all cancers and ages under 75	NHS to provide data	Target to be set	
137	Healthy life expectancy at age 65	NHS to provide	Target to be set	
140	Fair treatment by local services	73.8%	Target to be set	Place Survey
151	Overall employment rate	SCC to provide data	Target to be set	
156	Number of homes in temporary accommodation	43	56	CLG target to have 56 households in temporary accommodation by 2010 😊
157 a	Processing of planning applications as measured against	75%	65%	😊

National indicator	Description	Baseline performance 2008/09	TDBC target 2009/10	Comment
	targets for "major applications"			
157b	Processing of planning applications as measured against targets for "minor applications"	75%	75%	☺
157c	Processing of planning applications as measured against targets for "other applications"	83%	85%	☹
158	Percentage of decent council homes	15.41%	15%	☺
159	Supply of ready to develop housing sites	Data not yet available	Target to be set	
160	Local authority tenant satisfaction with landlord	82.2%	Target to be set	
170	Previously developed land that has been vacant or derelict for more than 5 years	Data not yet available	Target to be set	
180	Changes in the Housing Benefit/council Tax Benefit new claims and change events	694.7	Target to be set	
181	Time taken to process housing benefit/council tax benefit new claims and change events	10.3 days	Target to be set	
182	Satisfaction of businesses with local authority regulation services	82.1%	Somerset target: 75%	☺
184	Food establishments in the area which are broadly compliant with food hygiene	86.5%	Target to be set	Somerset target not yet set
189	Flood and coastal erosion risk management	Environment Agency	Target to be set	
192	Household waste recycled composted	48.22%	Not applicable	
193	Percentage of municipal waste to	Data not yet available	Target to be set	

National indicator	Description	Baseline performance 2008/09	TDBC target 2009/10	Comment
	landfill			
194	Air quality -- percent reduction in NOx and PM10 emission through local authority estates in operations	Data not yet available	Target to be set	
195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and flyposting)	Data not yet available	Target to be set	
196	Improved street and environmental cleanliness-fly tipping	4	4	☺
197	Improved biodiversity -- active management of local sites	100%	100%	☺
199	Children and young people satisfaction with park and play areas	Data not yet available	Target to be set	For introduction in 2009/10

Appendix G

TDBC local indicator update to March 2009

Local indicator	Description	Performance 2008/09	Performance 2007/08	Target	Comment
BV 2a	The level of the Equality Standard	Level 1 of the new Equality Framework for Local Government	Level 2 of previous regime, Equality Standard.	Level 3	☹ Progress affected by long-term sickness absence of Equalities Officer
BV 2b	The duty to promote racial equality	79%	83%	89%	☹ see above
BV 9	Percentage of the net collectable council tax debit collected in-year	97.9%	97.2%	97.9%	☺
BV 10	Percentage of the net collectable NNDR are debit collected in-year	98.09%	98.2%	98.6%	☹
BV 12	The proportion of working days lost due to sickness absence	10.9 days	11.02 days	11 days	☺
BV 63	Average SAP rating for local authority owned premises	66.02%	66%	66%	☺
BV 66 a	Percentage of rent owed that was collected	100.15%	98.7%	98.3%	☺

Local indicator	Description	Performance 2008/09	Performance 2007/08	Target	Comment
BV 80 (vii)	Overall satisfaction with the service (Benefits)	82.85%	81.43%	Greater than 81.43%	☺
BV 86	Cost of waste collection per household	Data not yet available	£57.97		Dependent on out to finance figures
BV 156	Percentage of buildings were all public areas are suitable for an accessible to disabled people	Data not yet available	63.9%	68%	
BV 202	Number of people sleeping rough	10	10	10	Rough sleeper count Autumn 2010 ☺
BV 204	Percentage of appeals allowed against the authority's decision (planning)	18.2%	23.5%	10%	☹
BV 213	Housing casework intervention	6.4	6	4	☹
BV 218 a	Percentage of new reports of abandoned vehicles investigated within 24 hours of notification	100%	100%	98%	☺

Local indicator	Description	Performance 2008/09	Performance 2007/08	Target	Comment
BV 219b	Percentage of conservation areas with up-to-date appraisals	45.2%	45.2%	No target set	☺
LPI 10	Percentage of telephone calls answered within 20 seconds (Contact Centre only)	86.2%	81.37%	83.5%	☺
LPI 30	Percentage of council tenants who have reported anti-social behaviour in the last 12 months, rating the help and advice given as excellent or good	66.6%	67.7%	66%	☺
LPI 35	Overall tenant satisfaction with repair service	97.81%	97.9%	98.1%	☹ Very small decrease
LPI 41	Area of local nature reserves per 1000 population	1.07	1.07 ha	1.07	☺
LPI 47	Percentage of available commercial premises let	89.29%	96.7%	90%	☹ Due to downturn in commercial premises market

Local indicator	Description	Performance 2008/09	Performance 2007/08	Target	Comment
LPI 48	Percentage of available industrial premises let	63.64%	73.1%	90%	☹ Due to downturn in industrial premises market
LPI 60	The proportion of planned repairs and maintenance expenditure on HRA dwellings compared to responsive maintenance expenditure on HRA dwellings	57.55%	58.27% (71.62% was reported which was incorrect)	67%	☹ The focus at the moment is an improvement to properties to enable decent homes
LPI 61	Proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non-urgent repairs expenditure to HRA dwellings	17.71% - repairs service is dependent on the severity of weather conditions	Problems with collating data	14%	☹
LPI 62	Percentage of calls resolved at the first point of contact (Contact Centre only)	96.4%	Move to Southwest One	72%	☺

Appendix H TDBC SW1 Key Performance Indicator (KPI) & Service Performance Indicator (SPI) - Monthly Tracker

Key To Performance Achievement:

Pass	Fail	Subject to Baseline*	Not Reported in Period**	Target at Risk
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* Indicator is subject to baselining and verification by SWOne

** Indicator has not been reported due to collection frequency (i.e. Quarterly/Annually) or not yet in Service Credit Mechanism

SERVICE LINE	2008/09 Targets	MONTHLY PERFORMANCE												
		APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	
Customer Contact														
KPI-1	% of calls answered in 20 secs	80%												
KPI-2	% of calls resolved at first point of contact	72%												
KPI-3	% of external customers rating the Customer Contact Service as good or very good	TBA												
KPI-4	Abandoned call rate - less than 5%	<5%												
SPI-1	% of customer calls handled by Call Centres as a percentage of total calls to Council	MI												
SPI-2	Measure of quality required: standards, courtesy, speed, accuracy	TBA												
SPI-3	Waiting time for front-line services and receptions	TBA												
SPI-4	Correspondence processed correctly within 10 working days	100%												
SPI-5	% of customers rating the service as Very Good/Good	TBA												
Corporate Admin														
KP1-1	% of Word Processing reworks as result of sub-standard work	<5%												
KP2-2	% of customers rating the word processing service as Very Good/Good	85%												
KP3-3	% of customers rating the corporate administration service as Very Good/Good	85%												
SPI-1	Percentage of work completed either by individual agreed customer deadline or by WP centre targets (2 days normal work - 1 week for PACE tapes or large jobs)	90%												
SP-2	Security passes to be issued at least by the date/time required	99%												
Design, Print & Central Despatch														
KPI-1	% of customers rating the Design and Print service as Very Good/Good	90%												
SPI-1	Order fulfilled on time	90%												
SPI-2	Benchmark basket of goods/services	TBA												
Finance														
11	Budget Setting/Input - timeliness of information supplied and input into SAP/Cedar	Reports on time and input into SAP/Cedar on time												
12	Budget Setting Input - Accuracy of information input into SAP/Cedar (List of Control Totals agree to data input into SAP/Cedar)	Budget numbers input into SAP/Cedar agree to Budget Control Totals from budget schedules												
13	Statement of Accounts - Timeliness - Input of closing entries as per closing timeliness	Closing entries are processed into Cedar/SAP in accordance with timelines set by Corporate Finance												
14	Statement of Accounts - Accuracy - Closing entries made in Compliance with agreed Accounting Treatments & Standards where these exist	Closing entries are made in accordance with agreed Accounting treatments and standards where these exist												

Measure ment period	No. on target	No. off target	Not measured /info
M	12	0	0
M	12	0	0
Q	0	0	12
M	11	1	0
M	0	0	12
Q	0	0	4
M	0	0	4
M	1	0	3
A	0	0	1
Q	4	0	0
A	1	0	0
A	1	0	0
M	12	0	0
M	12	0	0
A	1	0	0
M	12	0	0
A	0	0	1
A	1	0	0
A	1	0	0
A	0	1	0

SERVICE LINE	2008/09 Targets	MONTHLY PERFORMANCE											
		APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
15 Budget monitoring - timeliness of information supplied (For Corporate Highlight Reports for SCC)	<i>TDBC Budget Monitoring Reports are produced on time. SCC Budget Monitoring reports are produced on time and submitted to Corporate Finance</i>												
16 Budget Monitoring: Accuracy and Quality of Quarterly report information. (For Corporate Highlight Reports for SCC)	<i>Accuracy and Quality of Quarterly Reports meets the standards as laid down by Corporate Finance</i>												
17 Supplier Payments - Volume of manual correctly authorised & completed invoices received by Exchequer input on Accounts Payable (AP) system for payment	<i>98% within 3 working days</i>												
18 Treasury - Timeliness of Treasury Management Reports	<i>100% of reports on time</i>												
19 Treasury - Compliance with the Treasury Management practice notes, Prudential boundaries and the lending	<i>100% compliant</i>												
20 Statutory Returns - Timeliness of submission of Returns	<i>TDBC 7/9</i>												
11 Survey of Budget Holders (% of Customers rating the service as Very Good/Good)	<i>TBA</i>												
12 Supplier Payments - Supplier Records - Promptness of Supplier record creation/amendment	<i>98% within 3 working days</i>												
13 Supplier Payments - Volume of manual correctly authorised & completed invoices received by Exchequer & input on Accounts Payable (AP) system for payment	<i>100% within 7 days</i>												
14 Supplier Payments - BVPI8 - Ensure measurement is reported on a regular basis	<i>100%</i>												
15 Treasury Management - Preservation of Investment Capital	<i>Invested Capital is not eroded in any way</i>												
16 Treasury Management - Meet or exceed Base Rate* 105%	<i>Target (Greater than or equal to 105%) - Net of Short Term Debt Costs</i>												
17 Statutory Returns - Accuracy of information supplied for inclusion within Returns	<i>Statutory Returns required to be completed and submitted as per 4.2.10.1 are completed correctly</i>												
HR													
KPI-1 % of customers rating the HR service as Very Good/Good	<i>TBA</i>												
KPI-2 Ensure payroll deadlines are met	<i>99.5%</i>												
KPI-3 Ensure statutory payroll deductions and returns are made on time	<i>100%</i>												
KPI-4 Number of errors on payroll payments	<i>0.15%</i>												
KPI-5 BV12: The number of working days/shifts lost due to sickness absence	<i>11</i>												
SPI-1 Ratio of employees to HR Staff (simple ratio)	<i>3.2</i>												
SPI-2 Cost of HR function per employee	<i>84 (M)</i>												
SPI-3 BV 11a: The percentage of top 5% of earners that are women	<i>28%</i>												
SPI-4 BV 11b: The percentage of top 5% of earners from black and minority ethnic communities	<i>1.60%</i>												
SPI-5 BV 11c: The percentage of top 5% earners that have a disability	<i>5.5%</i>												

Measure ment period	No. on target	No. off target	Not measured /info
Q	4	0	0
Q	4	0	0
Q	4	0	0
Q	4	0	0
Q	4	0	0
A	0	0	1
Q	4	0	0
Q	4	0	0
Q	4	0	0
Q	4	0	0
A	1	0	0
A	1	0	0
A	0	0	1
M	12	0	0
M	12	0	0
M	12	0	0
A	0	0	1
A	0	0	1
A	0	0	1
A	0	0	1
A	0	0	1

SERVICE LINE	2008/09 Targets	MONTHLY PERFORMANCE											
		APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
KPI-1 % of customers rating the Procurement service as Very Good/Good	75%												
KPI-2 A record of any non-compliance with any regulatory procurement process resulting in a challenge which has a negative effect on the procurement activity	0												
SPI-1 % of total goods and services spend that is sourced electronically (based on volume)	TBA												
SPI-2 % achievement of target milestones in the Annual Procurement Plan	TBA												
SPI-3 Frequency of stock turnover measured by dividing the stock turnover value for the preceding 12 months by the average stock holding value during the measurement period	>6												
SPI-4 Percentage achievement of Procurement conducting contract management meetings with suppliers under direct control of the service	95%												
SPI-5 Percentage of key Suppliers who are sent 6 monthly survey	TBA												
Property Services													
KPI-1 Cost predictability of design projects	100%												
KPI-2 Time predictability of design projects	100%												
KPI-3 % of customers rating the Property service as Very Good/Good	65%												
KPI-4 % of TDBC requisition requests for goods detailed in the Supplier Catalogue delivered within 2 working days of receipt of request	90%												
SPI-1 Percentage of condition surveys undertaken against agreed programme	90%												
SPI-2 Percentage of contractor checks against agreed programme	100%												
SPI-3 Number of units void as a % of investment properties (Industrial figure quoted first, then retail figure)	TBA												
SPI-4 Continued registration with ISO 9001	100%												
SPI-5 Percentage of Asset Valuations against 5 year programme	90%												
SPI-6 Percentage of lift failures investigated within 1 hour of being reported	100%												
SPI-7 Overall average internal rate of return (AIRR) for industrial and retail investment properties	TBA												
SPI-8 Percentage of projects that are behind programme	TBA												
SPI-9 Percentage of reactive maintenance expenditure against budget.	30%												
SPI-10 Percentage of planned maintenance against budget	70%												
Facilities Management													
KPI-1 Number of occasions where building inaccessible	0												
KPI-2 First line response to urgent action - % of requests responded to within 10 minutes of call being made	95%												
KPI-3 Franked mail delivered or sent on same working day	99.9%												
SPI-1 % of customer rating the Facilities Management service as Very Good/Good	TBA												
SPI-2 Percentage of accommodation moves completed within agreed timetable	100%												
SPI-3 % of post sent 2nd Class	85%												
TDBC Benefits													
KPI-1 Performance Standards - ensure the service achieves an overall rating of 4 (Excellent) on the basis of Self Assessment against the Performance Measures	4												
KPI-2 LA error overpayments	100% subsidy												
KPI-3 Speed of processing: Average time for processing new claims	23 days												
KPI-4 Speed of processing: Average time for processing changes of circumstances	9 days												
KPI-5 BVPI 79b(ii) - Recovery of overpaid Housing Benefit: HB overpayments recovered during the period as a % of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period	35%												
KPI-6 Number of investigations per 1,000 caseload	27												
KPI-7 Overall satisfaction with the service	>81.43%												
SPI-1 BVPI 76d - Number of prosecutions and sanctions per 1,000 caseload	4												
SPI-2 BVPI 79a - Accuracy of processing: Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post-	99%												
SPI-3 BVPI 79b (i) - Recovery of overpaid Housing Benefit: Percentage of recoverable Housing Benefit recovered during the period	65%												
SPI-4 BVPI 79b (iii) - Recovery of overpaid Housing Benefit: HB overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB over payments identified during period	7%												
SPI-5 BVPI 80 (i) Overall satisfaction with facilities to get in touch with the Benefits Office	>81.97%												
SPI-6 BVPI 80 (ii) Overall satisfaction with service in actual Benefits Office	>77.39%												
SPI-7 BVPI 80 (iii) Overall satisfaction with the telephone service	>77.62%												

Measure period	No. on target	No. off target	Not measured /info
A	1	0	0
Q	4	0	0
M	0	0	12
Q	0	0	4
Q	3	0	4
Q	0	0	4
H	0	0	2
Q	4	0	0
Q	4	0	0
A	0	1	0
M	8	0	4
A	0	0	1
M	0	0	12
M	0	0	12
A	0	0	1
Q	0	0	4
Q	1	0	3
Q	0	0	4
M	0	0	12
M	0	0	12
M	0	0	12
M	12	0	0
M	11	0	1
M	12	0	0
A	0	0	1
M	0	0	12
Q	0	0	4
A	1	0	0
A	1	0	0
A	1	0	0
A	0	1	0
A	1	0	0
A	1	0	0
A	0	1	0
A	0	1	0
A	0	1	0

SERVICE LINE	2008/09 Targets	MONTHLY PERFORMANCE												
		APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	
SPI-8 BVPI 80 (iv) Overall satisfaction with staff in the Benefits Office	>80.70%													
SPI-9 BVPI 80 (v) Overall satisfaction with clarity and understandability of forms, leaflets and letters	>58.86%													
SPI-10 BVPI 80 (vi) Overall satisfaction with the amount of time it took to tell whether claim was successful	>77.54%													
SPI-11 Completion of government returns (timely and accurate)	All on time													
TDBC Revenues														
KPI-1 Percentage of the net collectable Council Tax debit collected in-year (BVPI 9)	97.90%													
KPI-2 Percentage of gross Council Tax payable from 1 April 1993 to the end of the previous financial year, collected by the end of the current financial year	99.27%													
KPI-3 Percentage of the net collectable NNDR debit collected in-year (BVPI 10)	98.60%													
KPI-4 Percentage of sundry debt payment arrangements reviewed within 28 days of default (excludes housing related debt)	100%	Baselining - not previously measured												
SPI-1 Percentage paying Council Tax by direct debit where there is a debt to pay	72%													
SPI-2 Percentage of Council Tax correspondence processed within 10 working days	81%													
SPI-2a Speed of processing: Average number of working days for processing Council Tax correspondence	11 days													
SPI-3 Percentage of payments processed upon day of receipt	97%													
SPI-4 Percentage paying NNDR by direct debit where there is a debt to pay	61%													
SPI-5 Percentage of NNDR correspondence processed within 10 working days	40%													
SPI-5a Speed of processing: Average number of working days for processing NNDR correspondence	25 days													
SPI-6 Percentage of sundry debt correspondence processed within 14 days of receipt	95%	Baselining - not previously measured												
SPI-7 Percentage of sundry debt payments made by DD, Standing Order or Debit/Credit Card	63%													
SPI-8 Bank reconciliation & all associated reconciliation to be completed within 14 days of month end	100%													

Measurement period	No. on target	No. off target	Not measured /info
A	0	1	0
A	1	0	0
A	1	0	0
M	12	0	0
A	1	0	0
A	1	0	0
A	0	1	0
A	1	0	0
A	1	0	0
A	1	0	0
A	1	0	0
A	1	0	0
A	1	0	0
A	1	0	0
A	1	0	0
A	1	0	0
A	1	0	0
A	1	0	0
A	1	0	0
A	1	0	0
M	12	0	0

TOTALS	675	13	211
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Percentages	75%	1%	23%
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