

Taunton Deane Borough Council

Executive – 2 December 2009

Financial and Performance Monitoring – Quarter 2 2009/2010

Joint Report of the Performance and Client Lead and the Financial Services Manager

(This matter is the responsibility of Executive Councillor Nicola Wilson)

1. Executive Summary

- 1.1 This report updates the committee on the financial position and the performance of the Council to the end of Quarter 2 of 2009/2010.
- 1.2 In respect of budget monitoring the General Fund Revenue shows a potential overspend of £220,000, a decrease of £79,000 from that reported in Quarter 1.
- 1.3 The General Fund reserve is forecast to stand at around £1.58m at the end of 2009/2010.
- 1.4 The Housing Revenue Account working balance is forecast to stand at around £1.8m at the end of 2009/2010.
- 1.5 No budget monitoring variance for either the General Fund or Housing Revenue Account Capital have been reported.
- 1.6 Corporate Strategy monitoring has identified :
 - 65% of Objectives are on Course
 - 25% have actions pending to meet the Objectives
 - 10% of Objectives are off course
- 1.7 The 'Corporate Health' performance indicators identify that net collectable Council Tax debit, National Non Domestic Rate debit, and Housing Rent are all off target as at end of September.

2. Purpose of Report

- 2.1 The monitoring of budgets, Corporate Strategy objectives and performance indicators is an important part of the overall performance management framework. This report analyses data to the end of Quarter 2 (April to September) 2009/2010.

3. Quarter 2 – Financial Performance

April - September Budget monitoring

Comment from the Strategic Finance Officer (S151 Officer)

Since the Quarter 1 report was submitted in September 2009 much progress has been made in fixing the issues within the SAP system, which were preventing us from undertaking accurate budget monitoring. With the exception of the ongoing problems with the DLO budget monitoring, which are outlined below, I am now confident of the accuracy of the figures provided in this report.

3.1 General Fund

3.1.1 Budget monitoring for the period April to September is showing a potential overspend of £220k, a decrease of £79k from quarter 1. The variations from the planned budget are shown in the table below:

Description of Variance		Qtr 1 £'000	Qtr 2 £'000	Total £'000
Land Charges	A loss of income is projected for the year. This results from the slowdown in the Housing market.	+40	0	+40
Car Parking (off street)	Car parking income has picked up during the second quarter and the expected loss of income due to the redevelopment of Castle Green being delayed.	+30	-90	-60
Planning	The predicted loss of income is due to the slowdown in the Housing market.	+250	0	+250
Concessionary Fares	The information provided by SCC now predicts that the year end position will be as per the original budget.	-100	+100	0
Investment Income	There is an expected minor reduction in interest receipts. This is largely due to a reduction in interest rates.	+13	0	+13
Recycling/ Refuse	The information supplied by SWP shows a further increased cost due to reduced tonnages of recycling being collected which in turn reduces the recycling credits received from SCC. These reduced levels of recycling are being experienced nationally and are thought to be linked to the recession	+66	+59	+125
Pay Award	The 2009/10 pay award has been	0	-120	-120

	confirmed as 1%, whereas 2.5% was included when the budget was set in February.			
Housing Benefit Subsidy	This figure relates to the 2007/08 benefit subsidy return which was scrutinised by the Audit Commission. The DWP made a decision in late June 2009 that we had claimed too much subsidy for overpaid benefit and we need to repay £14k which relates to 0.05% of the total claim.	0	+14	+14
Housing Benefit Admin Subsidy	The DWP has given extra administration subsidy to local authorities as they have recognised the increase in caseload in the current economic climate. Southwest One delivers this function for us at a fixed price. The extra subsidy is therefore retained by TDBC.	0	-42	-42
Electoral Registration	The increase in resources required due to recent changes in legislation has not been as great as was expected (for this financial year only).	0	-5	-5
Taunton Market	Rental income is down due to the general downturn in the property market and car park of the site has not yet been turned into a pay and display car park.	0	+20	+20
Crematorium	The numbers of cremations is currently 83 higher than last year therefore it is predicted income will be up by £25k.	0	-25	-25
Homelessness	Bed and Breakfast income is predicted to be £7k lower than budgeted. Also Private Sector Landlords (PSL) lease costs have increased by £3k due to taking on two additional properties.	0	+10	+10
Net variation		+299	-79	+220

3.1.2 CMT are working with service managers to identify solutions to alleviate the overspend. A further update will be provided in the Quarter 3 monitoring report.

3.1.3 The General Fund reserve is forecast to stand at around £1.58m at the end of 2009/10. This takes into account the supplementary estimate of £148k for the Core Council Review approved by Full Council in April.

3.2 Housing Revenue Account

3.2.1 Budget monitoring for April to September shows a potential underspend of £860k. The variations are shown in the table below:

Description of Variance	Qtr 1 £'000	Qtr 2 £'000	Total £'000
Additional admin and printing costs due to the rent restructuring agreed by Full Council 11 th August.	+15	0	+15
Further slippage in asbestos works due to compatibility with Academy.	-75	-100	-175
Slippage in replacement of smoke detectors.	0	-50	-50
The replacement of fascias and soffits which was scheduled to take place in 09/10 has now been delayed until 10/11. Therefore the budget of £650k will not be spent this year and will slip into next year.	0	-650	-650
Net variation	-60	-800	-860

3.2.2 The Housing Revenue Account working balance is forecast to stand at around £1.8m at the end of 2009/10. This takes into account the supplementary estimate of £13.4k for the Core Council Review approved by Full Council in April and the £20k approved in August for Tenant Empowerment.

3.3 Capital

3.3.1 No budget monitoring variance for either the General Fund or Housing Revenue Account Capital have been reported.

3.4 DLO

At the time of writing this report we are unable to report on the accuracy of the budget position for the DLO. This results from the interface between the DLO computer system and the SAP system not being operational. A work around is currently being implemented to enable us to identify the budget position. A verbal update on progress will be provided at the meeting.

4. Corporate Performance Monitoring

Background

4.1 Performance reporting is currently at a development stage for the following reasons:

- The National Indicators Set (the national performance measures which replaced the Best Value Performance Indicators) are taking longer than anticipated to

implement at district level. Over time they will provide a useful set of performance information. However, in the short term there are some problems. Many indicators are only reportable at a County level and disaggregation to district level in respect of targets and performance is just starting to be addressed. Furthermore, a number of measures are annually collected, leaving gaps when reporting in-year performance. The National Indicators have also been introduced at a time when staff resources are stretched due to the Council restructure, causing some additional problems.

- The Corporate Strategy is being redeveloped and the current corporate aims and objectives may not have the same high priority as previously. Additionally setting up systems to collect performance information which has a limited time span is not a good use of resource.
- The performance management arrangements are currently being reviewed and developed as detailed at the Corporate Scrutiny meeting of 3rd September 2009 and Executive meeting of 16th September.

4.2 Despite the above issue senior management and councillors will still have a robust set of information on which to judge and challenge current performance and progress against objectives, as detailed below.

4.3 Please note that senior management and councillors will be further involved in the development of new reporting arrangements before their introduction in 2010/11.

Corporate Strategy 2009-12 - Progress

4.4 The Corporate Strategy comprises the Council's main Aims and Objectives. There are two elements to monitoring the Strategy. Progress reporting against the key activities (inputs) which mainly consists of a narrative; and monitoring the quantifiable effect of those activities in the form of performance indicators (outcomes).

Progress against key activities

4.5 Progress against the 20 key activities at the end of Quarter 2 indicates that:

13 (65%) of Corporate Strategy Objectives are on course

5 (25%) have actions pending to meet the objectives

2 (10%) of Corporate Strategy Objectives are off course

	On Course 😊	Action Pending 😊	Off Course 😞	TOTAL
Economy	1	4		5
Transport	2			2
Crime	3	1		4
Healthy Living	2		1	3
Environment	3			3

	On Course 😊	Action Pending 😐	Off Course 😞	TOTAL
Delivery	2		1	3
Total	13	5	2	20

4.6 Those objectives off course are as follows:

4.6.1 Healthy Living - Objective 12 : Delivery of housing including affordable housing

Our projection for the delivery of affordable dwellings indicates that we will fall significantly short of this year's target.

4.6.2 Delivery - Objective 18: Value for Money

Despite achieving the key objective of keeping Council Tax charges in the lowest quartile nationally, there are significant challenges this year in achieving other aspects of the 'Value for Money' objective. These challenges are :

- the success of Pioneer Somerset in making significant savings through partnership working amid ever growing budget problems faced by Councils
- realising savings from the procurement project with Southwest One
- achieving a level three rating through the 'Use of Resources' assessment

4.7 Examples of achievements in the period are as follows :

- The Executive have agreed to the roll out of kerb side plastic and card collections for the whole borough commencing during this financial year. Work to implement this is on track. The rounds in the trial areas will be rationalized and expanded in November and this will add a further 1400 properties into the service. A further major roll out is planned for April with the rest of the Borough being added in summer and autumn 2010.
- The 'Free Swimming' initiative is performing well, with Quarter 2 attracting nearly 6,000 more free swim visits than in Quarter 1
- Customer Contact within Southwest One are currently answering 93% of relevant enquiries at first point of contact – this exceeds the target set for 2012. The new CRM and web portal are due to go live in late November/early December 2009 with customers benefiting from a wider range of services being delivered at first point of contact.
- Five new CCTV cameras were installed in Halcon in October 2009 with £75,000 funding secured by TDBC (from LSP, Taunton unparished fund, & CDRP)
- TDBC is actively supporting Somerset County Council in promoting alternative modes of transport, and a 'Task & Finish' group was established in May 2009 to consider the promotion of cycling
- A 'Task and Finish' group has been established to consider the options for delivering new a swimming pool in Taunton
- Visits to leisure facilities (Tone Leisure) are on course so far this year to achieve the targeted increase

4.8 To allow challenge, a commentary on each key activity within the Corporate Strategy is provided at **Appendix A**.

Performance Indicators

4.9 Included at **Appendix B** is a list of the indicators that relate to the Corporate Strategy outcomes. These are largely part of the new National Indicator Set and many of the measures relate to the area and the Council’s ability to influence them is limited in some cases. Therefore, the set should be viewed with some caution. Additionally, there are a number of challenges due to lack of comprehensive data as described above. To address this performance information has been compared either against target, relative performance (other councils) or previous years’ performance. This should provide a better picture of performance for managers and councillors.

4.10 Progress against the performance measures within the Corporate Strategy as at end of Quarter 2, September 2009, indicate that:

	On Target or Good performance	Concern with meeting target and performance	Off Target or Poor performance	No data	TOTAL
Economy	2	4	1	4	11
Transport				5	5
Crime	6	4	1	2	13
Healthy Living	5	4	5	8	22
Environment	4	2	3	2	11
Delivery	4	3			7
Total	21 (30%)	17 (25%)	10 (14%)	21 (30%)	69

Corporate Health Indicators

4.11 The Corporate Health Indicators measure how the Council is performing in a number of other areas of the business not included in the Corporate Strategy. Details are shown in **Appendix C**. The headlines from these are:

Successes :

- The three indicators relating to the speed of processing of planning applications are all significantly above their targets
- Telephone call answering statistics remain consistently high and above contractual targets, representing a key improvement implemented by Southwest One.

Areas of concern :

- Council Tax and NNDR - the current position would indicate that collection rates are unlikely to meet their targets by the year end. However, Council Tax is only 0.49% below target (which was increased this year). Additionally, due to the recession many Business Rate payers are ‘tightening their belts’ by restructuring

their payment patterns to pay by instalments rather than by lump sum in advance. This makes it difficult to accurately forecast based on comparisons between last year and this.

- Despite the fact that sickness is unlikely to meet its improvement target, outturn is predicted to be at a similar level to the previous year. This could be considered an achievement due to the significant disruption caused by the staff restructure and SAP implementation.
- The proportion of rent due that was collected is off target - the recession may have affected this, however the main factor was the introduction of SAP in April which temporarily resulted in some errors with cash posting to the Rent account. This meant recovery processes were put on hold for a while. The system is now working and arrears have now started to reduce. The team is optimistic that arrears will continue to reduce in quarters 3 and 4
- The percentage of planning appeals allowed against the authority's decision appears high at 46.4% - 28 appeals lodged and 13 allowed against the council's original decision. (NB. 2008/09 = 18.8%). Appeals are decided externally, and learning points are made known to the Planning Team. The Appeals Service has made their process much easier via a new website

4.12 Sundry Debts as at 30 Sept 09

Due to the implementation problems with SAP, at the time of writing this report there is not a reliable aged debt report available. However below is a high level table which shows the debt position at 30th September 2009 and compares it to the position as at 30th September 2008 and 1st April 2009.

Date	Debt Position
30 th Sept 2008	£2,111,156.68
1 st April 2009	£3,543,769.09
30 th Sept 2009	£3,560,114.22

The table above indicates that there has been an increase in the overall level of debt over the last 12 months – however Members should be aware of the following factors:

- i) Due to problems with the SAP system there has been no proactive chasing of outstanding debts since April i.e. reminder letters have not been issued to customers – this is expected to start during December.
- ii) The table above may not be based on a direct like for like comparison – for example we are aware that the volume of invoices raised for the period April to September in both 2008 and 2009 is not comparable. This will influence the figures shown above.

Members should note that despite no recovery action being taken since April this does not affect the level of recovery action that the Council can take should a debt remain unpaid. An unpaid debt only impacts negatively on the council's finances in the event that it is agreed that it should be written off or where the overall provision for bad debts

needs to be increased. This is assessed routinely at the year end during the closedown process.

5. Effect on Corporate Priorities

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

6. Recommendation

6.1 It is recommended that the Executive challenges the Council's performance and financial management at the end of Quarter 2 and makes recommendations as appropriate to deal with any specific issues.

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APPENDIX A

Corporate Strategy 2009-2012 Update: Quarter 2 (Oct 2009)

AIM 1: Economy Regenerating Taunton and strengthening the economy of the Borough

Objective 1: JOB CREATION AND BUSINESS GROWTH




Action pending

Stimulate the creation of 16,500 new jobs in the Borough between 2008 and 2026, creating a balanced economy across business sectors, and between public and private sector employment, increasing GVA output and wage levels to the South West Regional average by 2026


Key Activities	On/Off Course	If off target, reason why and actions planned
Review the Economic Development Strategy adopted in 2006/07 on an annual basis, and monitor economic performance through Economic Assessments, including specialist reports on areas of opportunity or matters of particular concern	On	First draft of the new Economic Development Strategy to create a 'Green Knowledge Economy' will be presented to Full Council on 8 December 2009 and Final Report will be progressed through Scrutiny in early 2010 and Executive in March 2010
Achieve New Growth Point targets through the procurement of suitable development partners, and to assist these development partners to attract new businesses through place marketing activities and provision of support for employers to relocate to Taunton	Action pending	Review of employment sites undertaken by leading UK development expert Robert Maguire, and consultants for masterplanning of Taunton to be appointed shortly
Project Taunton and partners to deliver the redevelopment of Firepool through the procurement of suitable development partners, starting on site in 2009.	On	Development partner secured and work commences to prepare site for development in early 2010

Project Taunton and partners to kick start the Cultural Quarter 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)	On	Work commenced on the £6m library and museum project; programmed to reopen at Easter 2011. Planning application submitted for the proposed works to Castle Green; estimated start on site in March 2010 and completion October 2010. Plans and potential funding for works to the rear of Debenhams currently being investigated.
Project Taunton and partners to bring forward the proposed retail development in High Street	On	Exclusivity Agreement signed with potential development partner who will develop plans and test viability over the next 18 months.
To deliver the adoption of the LDF Core Strategy by December 2011. This to identify deliverable employment land to accommodate a balanced range of business uses to the year 2026	On	The LDF Core Strategy adoption has been brought forward to September 2011. One of its purposes is to identify deliverable employment land to accommodate a balanced range of business uses to the year 2026.
Actively promote the establishment of a new specialist Design and Innovation business incubation centre activity within Taunton, with facilities and support provision for up to 40 high value/high growth potential start-ups and micro businesses within key business sectors	On	Working with SWRDA & SCC to identify funding for additional incubation space as part of Somerset Innovation Centre Strategy
Develop strong partnerships relationships-with SWRDA, Business Link, Train to Gain, Manufacturing Advisory Service, UK Trade and Investment, and other funded and non-funded business support providers to ensure an adequate supply of business support provision for businesses within Taunton Deane and Taunton TTWA	On	Working with the Business Link provider to develop a model of excellence that integrates business support to the Economic Development Strategy
Work with Taunton Town Centre Company to support and develop the Town Centre Business Improvement project	Action pending	Regular attendance at Steering Group meetings and support where required
Work with Partners to establish 'In2Somerset' and attract Inward Investment business activity to development sites within Taunton Deane	Action pending	Agreed funding to March 2011


Objective 2: DEPRIVATION		 On course
To reduce deprivation in the most deprived wards in Taunton Deane, with a specific focus on Halcon, Lyngford and Eastgate Wards, 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 rankings)		
Key Activities	On/Off Course	If off target, reason why and actions planned
Work with partners from the Taunton Employment and Skills Group to create Enterprise gateways in each of North Taunton and East Taunton communities to provide the community interface that will promote new work opportunities, apprenticeships, and skills development opportunities to residents	On	It is expected that the Enterprise Gateway in East Taunton will be established and operational in January 2010, with Wellington following shortly afterwards.
Establish a 'local workforce quota' requirement through a Section 106 policy for all significant developments within the Local Development Framework, with a special emphasis on workforce recruitment and skills development for residents within deprived areas	On	Completed
Ensure that other benefits from Project Taunton are delivered that will benefit the Halcon, Lyngford and Eastgate wards, including better connectivity to the town centre, job opportunities and new health facilities	Action pending	Delivery of Regeneration benefits in terms of employment and skills development will be delivered through the Enterprise Gateways.
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)	On	Programme extended for one year to June 2010

Objective 3: DIVERSIFICATION and the RURAL ECONOMY		☹ Action pending
Support the diversification and strengthening of the rural economy of the Borough through facilitating and supporting new business and sector development		
Key Activities	On/Off Course	If off target, reason why and actions planned
Continue to provide leadership to the Somerset Tourism Partnership (STP) through provision of a Project Coordinator, and support the Partnership in moving towards becoming a Destination Management Organisation (DMO) including formalisation of the Partnership structure within Pioneer Somerset	Action pending	A comprehensive review of the role and objectives of the STP is underway.
Facilitate the development of 20 hectares of employment land in Wellington and Wiveliscombe by 2015	Action pending	Infrastructure in place at Westpark 26 and interest in sites
Continue to work with our District Partners to support the development of skills and knowledge within the land-based economy	On	The Agricultural development officer continues to support land based businesses including promoting RDPE funding and support where appropriate, the Rural Development Officer is closely linked to the LARC projects.
Work with partners to develop and support initiatives to address rural isolation and improve communications between our rural communities, and develop further technology based solutions within the Connecting Somerset Project	Action pending	On going through LARC programmes and RDPE funding.
Support the Western Somerset Local Action for Rural Communities (LARC) Partnership to achieve the aim of 'developing a low carbon economy', through the facilitation and management of a range of specific projects that match the aims of this LARC area	Action pending	Grant scheme now open and receiving applications

Support the Blackdowns and East Devon LARC partnership to achieve the aims of 'using the local environment as a springboard for new and improved local economic activity and strengthen existing business and community networks', through the facilitation and management of a range of specific projects that match the aims of this LARC area	Action pending	Grant scheme now open and receiving applications
Support the Levels and Moors LARC partnership to achieve the aims of 'promoting sustainable development in the Levels and Moors, and to strengthen the economy, vibrancy and environmental quality for all residents, business and visitors', through the facilitation and management of a range of specific projects that match the aims of this LARC area	Action pending	Grant scheme now open and receiving applications

Objective 4: CULTURE		 Action pending
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		
Key Activities	On/Off Course	If off target, reason why and actions planned
Produce and implement a three year Cultural Delivery Plan for Taunton Deane that will deliver Taunton as a 'Principal Area of Culture' within the South West.	Action pending	Considering reports on delivery structure for arts activities in Somerset
Continue to support the Board of Trustees of the Brewhouse Theatre and Arts Centre to position the Brewhouse as a Regional Hub for performance and visual arts within the extended and reinvigorated Cultural Quarter of Taunton	On	Brewhouse continuing to provide high quality programme within budget

Work with partners to drive creativity in communities through initiating and supporting community art and design projects, in order to contribute to the development of a strong cultural ethos and high levels of participation in cultural activities within Taunton Deane	On	See regular arts updates
Prioritise art and design projects aimed at young people in areas of deprivation, in order to promote confidence in learning achievement and provide informal learning that will encourage a desire within individuals to progress to formal learning in skills required in design, technology innovation, and creative businesses	Action pending	Successful delivery of project in Halcon and on-going support for projects aimed at young people


Objective 5: SKILLS DEVELOPMENT		 Action pending
To enable workforce skills development by researching local skills demand, providing capacity and support to disadvantaged areas, providing support to the Taunton Employment Skills Board and providing LDF policy support		
Key Activities	On/Off Course	If off target, reason why and actions planned
Work with partners to identify workforce skills requirements of existing and new businesses to ensure that there is appropriate learning and skills development provision, including supporting the creation of coordinated level 4+ delivery through the Somerset University Partnership project (SUPP)	Action pending	Further studies need to be undertaken to identify skills gaps to meet Economic Development Strategy needs
Work with partners to source learning and skills development opportunities to meet identified gaps in provision, and promote this provision to businesses within Taunton and Taunton TTWA	Action pending	As above
Work closely with partners in areas of deprivation to ensure that local communities can take advantage of learning opportunities through the Enterprise Gateways	Action pending	On going

Provide leadership to the Taunton Employment and Skills Group to understand and promote employment and skills development opportunities resulting from the economic growth generated by Project Taunton developments, inward investment activity, and indigenous business growth	Action pending	Employment and skills Board to agree terms of reference January 2010
Develop LDF planning proposals to promote and encourage local skills development by requiring developers to work in partnership with local skills providers and local businesses in order to maximise local business opportunities and skills development in the construction phase of new developments. This to include the development of supporting Section 106 agreements.	On	Established policy

Corporate Strategy 2009-2012 Update: Quarter 2 (Oct 2009)

AIM 2: Transport Minimising the growth in traffic congestion

Objective 6: TRAFFIC CONGESTION		☺ On course
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)		
Key Activities	On/Off Course	If off target, reason why and actions planned
Implement the Taunton car parking strategy, ring-fencing some income to support sustainable transport initiatives	On	The parking charges are increased annually to fit with the strategy and once that happens in April each year there are no other actions to take. We've just published the proposals for increases next April and those will go through the formal Traffic Regulation Order processes.
Investigate, support and enable sustainable transport initiatives in Taunton Deane	On	Eco-dev bid for Monkton Heathfield. Progress being made on TPIP (Taunton Pedestrianisation Improvement Plan), with public consultation on options for Taunton Town centre to take place by end of 2009
Deliver the Congestion Reduction Strategy with SCC, implementing the agreed car park charging policies to ensure the success of the existing and proposed Park and Ride Schemes at Silk Mills and Cambria Farm	On	The parking charges are increased annually to fit with the strategy and once that happens in April each year there are no other actions to take. We've just published the proposals for increases next April and those will go through the formal Traffic Regulation Order processes.
Work with the county council to improve public transport within Taunton Deane	On	Meeting interchange at railway station in November re Taunton Pedestrianisation Improvement Plan

Objective 7: TRAVEL TO WORK & PROMOTING NON-CAR TRAVEL		 On course
Support the County Council as lead agency, to reduce the proportion of journeys to work made in Taunton by Single Occupancy Vehicles (SOV), and to improve access to services and facilities by public transport, walking and cycling		
Key Activities	On/Off Course	If off target, reason why and actions planned
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	On	Overall, the number of staff driving to work is reducing (from 71.3% in 2005 to 65.1% in 2008), however of those, the number of single occupancy vehicles only fell from 80.4% to 76.3%, between 2007 and 2008. The number of cars with two passengers rose from 4.2% to 8.2%. Action plan to be reviewed following the opening of the second Park and Ride. A new staff travel survey is expected to happen in 2010
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)	Off	We have a travel plan but have dropped this work; Core Strategy is the priority.
Develop LDF policies and work with Project Taunton and other partners to ensure the following: That new development is best located to minimise travel requirements The preparation and implementation of travel plans for all developments that have significant transport implications The delivery of basic service provision	On	The first priority is to regenerate Taunton Town Centre with mixed used developments to fulfil the role and function of Taunton as a growth point in the region. The second priority is the delivery of sustainable new communities around the town. Both these priorities minimise the need to travel.
Support SCC in promoting and publicising alternative modes of transport to local residents and businesses through targeted road-shows, campaigns and other means	No target set	We have recently (Sept 09) been working with SCC and local secondary schools to develop greater awareness of cycling issues. This has focussed on the creation of school's Bicycle User Groups and a generic BUG logo that will soon be marketed on cycle related products. Cycling currently being considered by a T&F group. Difficult item with which to set a specific measurable target.

Corporate Strategy 2009-2012 Update: Quarter 2 (Oct 2009)

AIM 3: Crime Promoting safer communities and tackling anti-social behaviour

Objective 8: OVERALL CRIME	 On course
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To reduce overall crime in Taunton Deane

Key Activities	On/Off Course	If off target, reason why and actions planned
Deliver Somerset Community Safety Plan 2008-2010 by contributing to partnership activities and delivery Corporate Strategy crime objectives	On	Taunton Deane contributes fully to partnership activities, taking the lead as appropriate.
Focus on reducing serious acquisitive crimes e.g. burglary, robbery and vehicle crime	On	TDBC contributes to several partnership initiatives, eg 'No Cold Calling' zones, & vulnerable vehicles schemes
Identify sites for the introduction of 5 CCTV cameras in Halcon by 2010 (funding secured)	On	5 new CCTV cameras were installed in Halcon in October 2009 with £75,000 funding secured by TDBC
Deliver Wellington Community Justice scheme and investigate expansion into social housing related cases in wider Taunton Deane area	On	Being delivered, and social housing schemes have been incorporated. Protocols in place.

Objective 9: VIOLENT CRIME	 Action pending
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To reduce the incidence of violent crime in Taunton Deane by reducing alcohol related harms

Key Activities	On/Off Course	If off target, reason why and actions planned
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	Off	Team capacity issues. By re-prioritising inspections we will target the High and Medium Risk premises and use non-licensing staff to provide "second Officer" presence for out of hours visits, thus releasing more Licensing staff capacity.

Work with Pubwatch to help finance and introduce search wands to pubs and clubs in Taunton to prevent knife crime	On	This Objective (working with Pubwatch to fund and distribute search wands to prevent knife crime) was very much a "one-off" which took place during the run-up to Christmas last year. So far as I am aware, there are no plans to repeat this exercise and it is therefore not appropriate for the Objective to be reported upon again.
Deliver the STARC action plan through partnership working to tackle alcohol related crime through prevention, enforcement and education	On	The STARC action plan is no longer in existence. Initiatives have been delivered as a result of STARC and the program will be taken forward through The Drugs and Alcohol Action Team

Objective 10: ANTI-SOCIAL BEHAVIOUR	 On course
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To reduce anti-social behaviour incidents in Taunton Deane

Key Activities	On/Off Course	If off target, reason why and actions planned
Support Neighbourhood Policing – fund a dedicated Taunton Deane PCSO and work closely with PCSO's, Local Action Teams, Street Pastors and partners to provide a more co-ordinated and effective approach to tackling anti-social behaviour	On	PCSO has been funded during the current financial year. In addition, funding has been allocated to Street Pastors and to Local Action teams as appropriate.
Devise and deliver a program of actions to tackle antisocial behaviour hotspots, identified through the database and partnership working	On	Many successful youth initiatives running. Community complaints dealt with as and when.
Continue identifying and implementing youth diversionary activities and facilities, including sports and arts activities e.g. VIBE, Energize	On	Projects continue to be successful, eg the 'Energise' youth scheme attracts 700 – 800 young people to a monthly disco

Objective 11: FEAR AND PERCEPTION OF CRIME	 On course
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To reduce the fear and perception of crime

Key Activities	On/Off Course	If off target, reason why and actions planned
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Implement actions from the 'Safer and Stronger Communities' element of the LAA to reduce fear of crime	On	Results of Place Survey indicated TD is doing well in this area.
Support and promote the increased security of resident's 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	On	Including working with the Police to implement Cold Calling Alert Zones
To help address fear of crime in children and young people through the improved design of our parks and open spaces	On	New play area designs completed with community involvement for Oake, Hamilton Gault playing field and Lyngford park and Vivary Park all taking into account safety and crime issues.

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AIM 4 – Healthy Living Promoting healthy and sustainable communities

Objective 12: DELIVERY OF HOUSING INCLUDING AFFORDABLE HOUSING	 Off course	
<p>To make provision for the delivery of a target of 3,000 dwellings (1,000pa) including 700 affordable dwellings (233 pa) between April 2009 and March 2012, to contribute towards meeting general needs and those for affordable housing</p>		
Key Activities	On/Off Course	If off target, reason why and actions planned
<p>To work towards delivering New Growth Point status by preparing the Local Development Framework in a timely manner, to provide an up-to-date policy framework and allocate sites for development. Alongside this, to prepare a protocol, later to become a Supplementary Planning Document, on affordable housing delivery</p>	On	On track
<p>Ensure the availability of a five year supply of specific deliverable housing sites</p>	Off	<p>The Secretary of State's Proposed Changes to the Regional Spatial Strategy have substantially increased Taunton's housing requirement. Although there is a 6.8 year supply in the Borough outside Taunton SSCT (Strategically Significant City & Town), there is only a 3.1 year supply in Taunton SSCT. Following the public consultation on the Core Strategy in Jan/Feb 2010 an interim release of sites will be made to address the shortfall in housing land supply.</p>

Planning Gain through Section 106 agreements – negotiations with developers and Registered Social Landlords to meet a targeted proportion of affordable housing in the most appropriate mix and tenure	On	In the last Quarter planning permissions were issued for 38 dwellings in total of which 13 were from applications that were over the affordable housing threshold. Based on national and local planning policies, a maximum of 4 of these dwellings could be required to be affordable and financial contributions of £97,536 were secured. As one of the applications was submitted by a Housing Association where all 9 dwellings are to be affordable these should be included in the total number to be provided. The low number of planning applications for residential dwellings is directly attributed to the current financial situation and although the proportion of affordable houses to open market housing is on target at above 25%, the total number of dwellings granted permission is significantly below what we were previously receiving.
Utilise council owned and other sites to develop all forms of affordable housing.	On	As we are promoting various council owned sites.
Pursue innovative and creative approaches to delivering all forms of affordable housing	On	
Ensure that all Council-owned residential properties comply with the Government's Decent Homes Standard by March 2011	On	Target for 2009/10 is max 10% non-decent, an annual measure due April 2010. In 2008/09 the actual = 15.4% against a target of 15%

Objective 13: HOMELESSNESS		 On course
To reduce the number of homeless households in temporary accommodation by 50% by 2010, with an emphasis on homelessness prevention		
Key Activities	On/Off Course	If off target, reason why and actions planned
Prevention – Deliver the actions within 'Making Homes, Helping People, Changing Lives (2008-11)' around preventing homelessness with the aim of ensuring that there are no rough sleepers within the Deane by 2012		ON target for main objective (Q2 = 44 homeless households in temporary accommodation Vs target of 56). However, in terms of homeless prevention we are now starting to struggle - this mainly surrounds the lack of resources to be able to deliver the action points within the homeless strategy. NB -Community Scrutiny C'tee

Supply - Deliver the actions within 'Making Homes, Helping People, Changing Lives (2008-11)' around increasing housing supply for the homeless		16th June 2009 endorsed approach to action plan which committed only to actions coded GREEN ie. "Action can be completed in 12 months within existing staff resources".
Support - Deliver the actions within 'Making Homes, Helping People, Changing Lives (2008-11)' around improving support for the homeless		

Objective 14: COMMUNITY SUPPORT AND HEALTHY LIFESTYLES	 On course
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We will promote the benefits of healthy living to everyone. We will encourage and support participation in sports, art, culture and volunteering. We will respond to the specific needs of different parts of the community

Key Activities	On/Off Course	If off target, reason why and actions planned
Consider all options for delivering new opportunities for public swimming in Taunton Deane including the construction of a new 25m pool in Taunton	On	Report taken to Community Scrutiny 13/10/09 and then Task and Finish group being set up move this issue forward
Deliver the actions identified in the Play Strategy (2007-12) to improve play provision in priority areas with a specific focus on: Continue the programme of constructing new and improved play spaces including more risky play and natural settings to encourage greater physical activity and social interaction among children. Hamilton Gault Park, Oake Recreation Ground and Taunton Green will be improved in 2009/10 Continue to manage the Play Ranger Service in Halcon and Pyrland to encourage more parents to allow their children to play freely out of doors	On	Designs for Hamilton Gault play area and wheels park now out to consultation, also for Lyngford park play area. BMX dirt track at Higher holway completed, Oake play area out to tender, vivary Park play area about to be tendered. Play Ranger Service going well with target numbers and outcomes being achieved.
Continue to develop projects and to support 'Friends' groups to encourage more people to make use of public parks. Examples include French Weir Fun Day and Vivary Sensory Garden (among others)	On	Funded Friends of French Weir Park to run Fun Day which was a huge success attended by hundreds of families. Vivary Sensory Garden is under construction following successful grant application to Lottery.

<p>Promote and support health activities for the elderly, such as the 'Prime' package from Tone Leisure (2007), and other initiatives (MEND, health walks etc)</p>	<p>On</p>	<p>Walk Well in Taunton continued to provide 2 led walks per week through the leadership of volunteers. 845 participations were recorded over 30 walks (an average of 28 people per walk). 37 new individuals were attracted to the walks. Participants are mostly older people but have also included adults with mental health conditions, adults with learning disabilities, young adults and children with their parents or grandparents. This programme is achieving its target for participations. MEND (Mind Exercise Nutrition Do it)- a family-focused, treatment and prevention programme for children aged 7-13 years old who are overweight or obese.</p> <p>A programme was delivered in the summer term (June and July) with 3 children and their parents attending. Flexercise. 8 individuals who are employed to work in Nursing / Residential Homes in Taunton Deane, attended a training workshop in September to enable them to deliver Flexercise sessions to their residents.</p>
<p>Implementation of the Free Swim initiative for the over 60s and under 16s in Wellington and Taunton</p>	<p>On</p>	<p>Free swimming registration, particularly for the Under 16s, has continued to be strong during Quarter 2, with a total of 4,639 Under 16s registered for the scheme and 1,221 over 60s. This is pleasing, and demonstrates that the promotional activity carried out by both Taunton Deane Borough Council and Tone Leisure is having a positive impact. both pools are demonstrating significant growth in participation in the target groups, with Wellington doubling in concessionary usage from this time last year, and Station Road showing growth of a third. In contrast to the end of Quarter 1, both pools are now showing significant growth in their overall swim participation figures, as well as in the target groups. ASA funding to deliver free swimming lessons has been secured by Taunton Deane Borough Council/Tone Leisure.</p>
<p>Delivery of the overall mission 'More People, More Active, More Often', aiming to increase participation in sport and active recreation</p>	<p>On</p>	<p>4% increase in total leisure visits compared to same period last year (April - September = 520,000 visits to Tone leisure facilities). Notable variance health and fitness up 12% or 16,499 visits</p>

Continued development of community outreach projects that promote healthy lifestyles. Delivery to be achieved by working in partnership with organisations such as the PCT and Children's Centres	On	
Continued delivery of Active Somerset, achieving Taunton Deane targets	On	
Preparing Support Plans and providing support and advice to elderly people in Sheltered Housing and Extra-Care Housing in order to help them maximise personal independence	On	A review of Support Plans is underway and so far 20 have been completed. The target is to complete a further 75 by March 2010
The delivery of a suit of services to a range of vulnerable people to in order to help them to continue to live independently. This to include: Deane Helpline, telehealth and telecare solutions, disabled facilities Grants, Home Aid Service and Handyman Service	On	A recent consultation exercise has been conducted to identify the needs of clients
Ensure that 1 in 10 of all new social housing units are for disabled accommodation, and 1 in 10 of all new social housing units are for 'move on' accommodation. Investigate and deliver opportunities to provide additional accommodation for 'care leavers'	On	
Through the Somerset Fuel Poverty Partnership, prepare baseline survey work to establish the percentage of people that receive income related benefits that live in homes with low energy efficiency. Use this information to prepare a Action plan that will guide direct support to households in most need of assistance	On	Draft fuel poverty strategy and action plan being developed with Sedgemoor District Council and West Somerset District Council.
Work with the CVS and other voluntary organisations to increase the numbers of people who volunteer and the time they spend volunteering	No target set at district level	A discussion is required with SCC re LAA targets at district level

<p>Working with SCC and other districts to agree and implement improved arrangements for commissioning and delivery of infrastructure services such as CVS. Continue to support large voluntary organisations through both service level agreements and in-kind support. Continue to support smaller voluntary groups by administering the voluntary sector grants scheme (and other such schemes) and providing officer support where possible</p>	<p>No target set at district level</p>	<p>A discussion is required with SCC re LAA targets at district level</p>
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AIM 5 - Environment
Safeguarding and Enhancing the local environment

Objective 15: CLEANLINESS OF LOCAL ENVIRONMENT	 On course
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To increase to at least 80% the percentage of people who are satisfied with the cleanliness of their local environment by 2010


Key Activities	On/Off Course	If off target, reason why and actions planned
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	On	
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)	On	

Objective 16: RECYCLING	 On course
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To increase participation in the recycling service through promotion and enforcement focussing on maintaining the percentage of household waste recycled to 52% by 2011

Key Activities	On/Off Course	If off target, reason why and actions planned
Expanded delivery, promotion and enforcement of the recycling service, focussing on maintaining high levels of awareness, overcoming obstacles and enforcing compliance where necessary	On	SORT IT PLUS, adding plastic bottles and cardboard to kerbside collections, is on schedule to be rolled out from November 2009 and then extended borough-wide by Autumn 2010.


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	On	The Executive have agreed to the roll out of kerb side plastic and card collections for the whole borough commencing this financial year and completing in 10/11. The implementation work is on track. The rounds in the trial areas will be rationalized and expanded in November and this will add a further 1400 properties into the service. A further major roll out is planned for April with the rest of the Borough being added in summer and autumn 2010.
Work closely with the Waste Board to ensure we meet the 2020 European Landfill target of reducing biodegradable municipal waste landfilled to 35% of that produced in 1995	On	Revised Joint Municipal Waste Management Strategy to be prepared by Somerset Waste Partnership during 2009/10 - 10/11, which will result in the adoption of an updated strategy to ensure diversion targets continue to be achieved.

Objective 17: CLIMATE CHANGE & ENVIRONMENTAL SUSTAINABILITY	 On course	
To actively promote environmental sustainability in Taunton Deane with a focus on: climate change and reducing our carbon footprint; reducing flood risk to enable the regeneration of Taunton town centre and to ensure that measures are in place to respond to flooding events within Taunton Deane; and to protect and enhance the biodiversity of the natural environment		
Key Activities	On/Off Course	If off target, reason why and actions planned
Following the establishment of our carbon emissions baseline, prepare a Carbon Management Plan to provide a joined-up approach to promoting sustainability, tackling climate change and reducing emissions	On	Scheduled for action over 2009/11 in Corporate Strategy. We should hopefully be actioning this by then. Baseline already established. KToller seeking resources to enable development of Action Plan.
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	On	Taunton Protocol considered by Corporate Scrutiny Committee on 29/10/09 and Executive recommended to support application on all TDBC sites and encourage elsewhere.

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 2009/10	On	All new build schemes are now complying with level 4, with majority of existing schemes on target for level 3
Meet the Home Energy Conservation Act (HECA) target of improving energy efficiency by 30% on housing in Taunton Deane (1995-2010) through various housing initiatives	N/A	This target is no longer relevant due to being superseded by new energy efficiency standards. Data no longer collected
Review our existing buildings to ensure they are 'green' (using renewable energy suppliers, water saving measures, waste separation and recycling, energy-saving lightbulbs etc)	Off	Scheduled for 2009/10. We are currently doing adhoc things throughout the Council but this work has not been assigned yet. We are awaiting decision on resource issue above.
To continue to have suitable contingency procedures in place should flooding occur and to work with partners to raise public awareness regarding what to do in the event of flooding	On	This is an ongoing workstream and will never actually be finished in the sense that it disappears because it's been achieved. The plans exist and are regularly revisited to update.
To work with partners such as the Environment Agency and the Parrett Catchment Project to investigate other areas of flood risk as they occur		On going
To financially support the Somerset Water Management Partnership	On	On going. £3000 p.a granted this year
To protect and enhance the biodiversity of the natural environment through implementation of the Council's Biodiversity Action Plan meeting the actions of the Health of the Natural Environment Agreement careful control of planning applications where species and habitats are an issue	On	The Council's Biodiversity Action Plan is in interim stage with majority of work between winter and spring. Assessments of local nature reserves in on-going. 4 - 5 planning applications are dealt with per week

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AIM 6 - Delivery Delivering accessible, value for money services

Objective 18: VALUE FOR MONEY		 Off course
To provide value for money services where overall satisfaction with the Council is high, priority services perform well and Council Tax charges are in the lowest quartile of English Districts		
Key Activities	On/Off Course	If off target, reason why and actions planned
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	Off	<p>The downturn in the economic climate means that all Councils will be facing ever growing budget problems, and so Pioneer is refocusing on making significant savings through partnership working. Services will be encouraged to look for ways of working better with partners that will deliver savings - with Pioneer only having an overview of what is going on.</p> <p>Pioneer itself will be working in 6 areas which have big impacts: 1. Back Office - to find a way in which we can minimise the costs of back office services to each council be working in partnership. 2. Strategic Procurement - to develop pragmatic approaches across the Councils which will enable us to maximise savings from our spending. 3. Customer Contact - to deliver a county wide customer access strategy to offer the widest and most effective (and cost effective) means of customer access for all. 4. Asset Management - to find a way of jointly reviewing our assets and developing pragmatic solutions which can provide better facilities whilst releasing significant savings. 5. Revenues and Benefits - to develop a pragmatic solution which will enable joint working amongst the Districts, releasing significant savings as a result. 6. Workforce Development - to ensure we have the right staff in the right place for the future.</p>
Achieve a minimum Level 3 of the revised Audit Commission 'Use of Resources Assessment' which includes 'Value for Money' as an integral theme.	Off	<p>The results of the CAA Org Assessment have not yet been published, but initial indications suggest that we will not achieve level 3. However, we must bear in mind that this is now a harder test and we are being measured on a period during which we were going through a substantial amount of organisational change.</p>
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)	On	<p>We are currently exploring a number of potential partnerships to deliver VfM, such as alternative delivery models for DLO service and other service delivery arrangements as laid out in the Core Council Review proposals (themes 2 and 4) under consideration.</p>

Improve customer perception and satisfaction of the Council through delivering the five core communications actions recommended by the LGA that promote effective communication	On	We provide an A-Z guide; Deane Dispatch; Core Brief; the Style Guide and manage media relations effectively.
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.	On	Some improvements made to scrutiny following a peer review and we are looking at the recommendations that have come out of that review, the main one that has been done which has made quite a difference is the structure of scrutiny and in addition task and finish meetings are now more focused with timescales set down and meetings pencilled in so they no longer run on and on. Further work is currently being undertaken as training has been set up for members which will be delivered shortly. The introduction of the new Performance Management Framework should encourage greater scrutiny of VFM and Corporate Performance
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	Off	Work with and within SW1 to progress the Procurement Transformation project is ongoing. However, this is flagged as being off target because we are now behind the target for the Procurement savings. (We have saved £251k to date, but are £48k behind the target of £299k). This is in part due to delays in recruiting staff to key roles both in the Authority & SW1 resulting in delays in implementing some of the savings plans.
Continue the Council's Transformation Programme to further improve efficiency and track realisation of benefits	Off	This is flagged as being off target as we missed our original deadlines for implementing SAP. Work continues in order to resolve the outstanding issues with the first release of the SAP system in April & much progress has been made. Implementation of the remaining elements of the system is still on target for the revised target dates of late Nov (CRM/Website) & early Jan (Expenses, Health & Safety etc).
To maximise our contribution to delivering the Local Area Agreement	On	TDBC has been through a process of raising the profile of the LAA with both members and staff. We have undertaken workshop sessions and amended the Corporate Strategy so that it reflects the content of the LAA. In addition, the recent restructuring of council services (Core Council Review) has been guided by national, regional and local priorities including the LAA. This will now be reflected in service planning. We are currently working closely with SCC to ensure that the LAA is of greater relevance to Taunton Deane (through refinement of indicators, targets and performance data).

Objective 19: EQUALITIES



On course

To obtain 'Emerging' level of the Equality Framework for Local Government by April 2010 and 'Achieving' level by April 2011

Key Activities	On/Off Course	If off target, reason why and actions planned
Work through the requirements of the Equality Framework for Local Government to progress through Emerging, Achieving and Excellent levels.	On	Assessment against the framework is underway to identify our current position. A number of actions required to achieve Developing level are being implemented, actions required to reach Achieving level will be written into the Corporate Equality Scheme from April 2010.
Improve engagement of communities through use of Equalities forums and contact with community groups, and use the information to ensure the council provides fair, equal and accessible services for all	On	A joint Somerset wide SLA has been developed to engage FEDS to act on our behalf in engaging with equality groups. We continue to fund and engage a disability discussion group. We are currently retendering our Racial Equality SLA with the new tender having a main emphasis on engagement. A database of equality groups has been developed to assist service managers and staff with consultation
Carry out Equality Impact Assessments on current and future policies, functions, strategies and projects and make these available for public inspection	On	Equality Impact assessments are on hold whilst a programme of joined up County wide EIA's are developed. Managers and Leads will receive training EIA's in Feb 2010

Objective 20: PUBLIC CONTACT



On course

To ensure that 90% of service enquiries to the Council are consistently resolved at the first point of contact by 2012

Key Activities	On/Off Course	If off target, reason why and actions planned
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	Off	This is flagged as being off target because of the delay in fully implementing the SAP system. However, much progress has been made in the Customer Service section and call answering performance indicators are above target.
Implement the Customer Access Strategy to deliver our services where and when they are required. Promote and monitor the Customer Contact Standards.	On	Customer Contact currently delivering 96% of relevant enquiries at first point of contact. New CRM and web portal due to go live on 23rd November 2009 with customers benefiting from a wider range of services being delivered at first point of contact. Working with other Pioneer Somerset partners to move forward on joint customer access strategy.

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	On	Following a lengthy development process, the new SAP CRM (customer feedback) system will go live in November, and all types of feedback (complaints, comment, suggestions) will be logged using the new system. Key Managers and staff are being training on this system throughout November. From April 2010, there will be a drive to increase the amount of corporate feedback being captured by all services. It is intended to include corporate feedback information within corporate performance reports
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. aging population)	On	Currently using Place Survey and other data to help shape service delivery through the Corporate Strategy
Review Human Resources policies and training requirements to manage the cultural change and workforce development required to achieve the above key activities	On	<p>In consultation with SW1 HR Policies are being reviewed on a risk based approach to ensure that all policies and staff related procedures have been identified and programmed in for review on a rolling three year programme.</p> <p>Full or Partial Flexible Retirement Policy approved by Executive on 16 September and recommended to Council for adoption. This policy will assist in retaining key skills during CCR.</p> <p>Management Competency framework and People management charter agreed and being implemented through workshops (two thirds completed) and incorporation into PRED reviews. This initiative will develop management performance and extend staff engagement, working towards the development of thematic working</p> <p>Management reinforcement of effective PRED reviews, team meetings and plans for training with support and management development are helping the Council to manage the implementation of the Core council review and to retain our Investors in People accreditation</p>

APPENDIX B

Included in this appendix is a list of the indicators that relate to the Corporate Strategy outcomes. These are largely part of the new National Indicator Set and many of the measures relate to the area and the Council's ability to influence them is limited in some cases. Therefore, the set should be viewed with some caution. Additionally, there are a number of challenges due to lack of comprehensive data. To address this performance information has been compared either against target, relative performance (other councils) or previous years' performance. This should provide a better picture of performance for managers and councillors.

* Please note : the assessment alert (ie ☹️) is linked to the information in bold text

AIM 1: Economy

Regenerating Taunton and strengthening the economy of the Borough

Indicator ref	Indicator description	Target 2009/10	Most recent performance data	Actual compared to target, baseline, last year, or other authorities *	Comments
Objective 1 (Job creation & business growth)					
NI 151	Overall Employment Rate	Not set at District level	82% (2007/08)	☹️ (NB taking current economic climate into account)	National average 78% (2007/08) Regional average 78.4% (2007/08) Somerset LAA target : 77.5% (2009/10); 78.3% (2010/11). NB Local proxy targets reduced original LAA targets by -1.3% over 3 years to reflect impact of economic downturn in Somerset.
NI 152	Working age people on out of work benefits	Not set at District level	9.7% (Q1 2009)	☹️	National average 9.5% (Q1 2009) Regional average 9.3% (Q1 2009) Somerset LAA targets only set for West Somerset & Sedgemoor. No target for TDBC
NI 166	Median earnings of employees in the area (weekly gross pay for full-time)	£437.84 (Taunton Deane LSP target)	£422.40 (2008/09)	☹️ (NB taking current economic climate into account)	National average £448.60 (2008/09) Regional average £409.40 (2008/09) Somerset baseline = £419.30. LAA target to increase by 3.73% per annum between 2009 - 2011.

N171	New business registration rate	Not set at District level	55.6 (2007)	☺ (NB taking current economic climate into account)	National average 60.4 (2007) Regional average 55.1 (2007) Somerset LAA Baseline (2008) is 53.9. LAA Target for 2009/10 = 45.1 & 2010/11 is 48.5
NI 172	Percentage of small businesses in an area showing employment growth	Not set at District level	13.2 (2007)	☺ (NB taking current economic climate into account)	National average 13.1 (2007) Regional average 13.8 (2007) Somerset LAA targets remains unset as results are still awaited from Central Government
	Proportion of businesses in knowledge driven sectors	Not set	Not available		Baseline 28.95% (2005)
Objective 2 (Deprivation)					
QoL 15	The reduction in the proportion of residents who are defined as living in the most deprived super output areas in the country	The most deprived sub-areas out of the 25% most deprived 'super output' areas in the UK by 2020	Not available		Index of multiple deprivation National rankings. Baseline (2007) : Halcon North 8.3% Halcon West 13.1% Lyngford North 13.6% Pyrland & Rowbarton 22.4% Lyngford West 24.2% Eastgate SW 24.8%
Objective 3 (Diversification and the Rural Economy)					
	<i>No performance indicators are currently set</i>	Not set	Not available		<i>Local performance indicators to be determined following completion of the Taunton Deane Economic Development Strategy (Autumn 2009)</i>
Objective 4 (Culture)					
NI 11	Engagement in the arts	Not set at District level	Not available		Somerset LAA target to increase from 47.7% (2009) to 50.8% (2011)
Objective 5 (Skills Development)					

NI 163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher	Not set at District level	76.84% (TDBC 2008)	☺	National average 70.5% (2008) Regional average 72.2% (2008) Somerset LAA target = +0.84% improvement per annum 2009 - 2011. Somerset baseline = 71% (2006)
NI 165	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	Not set at District level	33.2% (TDBC 2008)	☺	National average 29.9% (2008) Regional average 30.1% (2008) Somerset LAA target = +0.84% improvement per annum 2009 - 2011. Somerset baseline = 26% (2006)

* Please note : the assessment alert (ie ☺☹☹) is linked to the information in **bold text**

AIM 2: Transport

Minimising the growth in traffic congestion

Indicator ref	Indicator description	Target 2009/10	Most recent performance data	Actual compared to target, baseline, last year, or other authorities *	Comments
Objective 6: Traffic congestion					
	Vehicle delay on principle Taunton roads at peak hour	2414 hours by 2011	Not available		Baseline (2001) = 1093 hours; predicted rate (at 2001) without action 2847 hours by 2011. 2006/07actual = 1886 hours. Pending latest information from SCC
QoL 42	% of resident population who travel to work by a)private motor vehicle; b) public transport; c) on foot or cycle	No target set	Not Applicable 10 yearly Census.		Baseline 2001 : a) private motor vehicle 54.6%; b) Public transport 2.7%; c) on foot or cycle 24.4%
Objective 7: TRAVEL TO WORK & PROMOTING NON-CAR TRAVEL					
	Journeys to work in Taunton in SOV	No target set	Not available		Pending information from SCC
	Journeys to work (TDBC) in SOV	60% by March 2010	Not available		Baseline (2005) 68.9%. 2008 = 63.1% Unable to update performance data until completion of a new staff travel survey in 2010
	% of journeys to work (TDBC) by public transport, walking or cycling or as a car passenger	No target - seeking on-going improvement	Not available		Baseline (2005) 25.2%. 2008 = 32.6% Unable to update performance data until completion of a new staff travel survey in 2010

* Please note : the assessment alert (ie ☺☹) is linked to the information in **bold text**

AIM 3: Crime Promoting safer communities and tackling anti-social behaviour

Indicator ref	Indicator description	TDBC Target 2009/10	Most recent performance data	Actual compared to target, baseline, last year, or other authorities *	Comments
Objective 8: REDUCE OVERALL CRIME					
NI 16	Serious acquisitive crime rate	Not set	4.8 (April - Sept 2009)	☺	Somerset LAA target = 9.3 per 1000 population TDBC baseline 11.9 per 1000 (2007/08). 2008/09 = 9.7. Decrease of 3% v last year April - Sept
NI 32	Repeat incidents of domestic violence	Not set	15.1% (Somerset West area, ie TDBC, Sedgemoor & W Somerset)	☺	Somerset LAA target = 30% (08/09). Somerset baseline 31% (2007/08)
BV 126	Domestic burglaries per 1000 households	Not set	2.3 (April - Sept 2009)	☺	TDBC baseline : 4.5 in 2003/04; 5.6 in 2007/08; 6.4 in 2008/09. Decrease of 5% v same period last year April - Sept
BV 128	Vehicle crimes per 1000 population	Not set	3.8 (April - Sept 2009)	☺	TDBC baseline : 10.8 in 2004/05; 9.8 in 2007/08; 6.7 in 2008/09. Increase of 5% v last year (April - Sept), however comparing last 12 month period = 8% decrease
Objective 9: REDUCE VIOLENT CRIME					
NI 15	Serious violent crime rate	Not set	834 incidents (April - Sept 2009)	☹	TDBC baseline : 1340 incidents in 2003/04; 1620 incidents in 2007/08; 1650 in 2008/09. Decrease of 6% on same period 08/09, however if same rate continues for rest of 09/10, annual performance will be worse than 08/09
NI 20	Assault with injury crime rate	Not set	373 incidents (April - Sept 2009)	☹	TDBC Baseline : 780 incidents 2006/07; 735 in 2007/08; 677 in 2008/09. 9% increase on same period 08/09

LPI 49	% of inspections of licensed premises	100%	Not available	☹	Annual measure. 100% in 2008/09
Objective 10: REDUCE ANTI-SOCIAL BEHAVIOUR					
NI 21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	Not set	29.7% (Place Survey 2008)	☺	Somerset LAA target to increase from 27.4% (2009) to 34.4% (2011). Top quartile nationally (81% percentile)
NI 111	First time entrants to the Youth Justice System aged 10-17 PSA 14	Not set	Not available		Somerset LAA target = % reduction each year : 09/10 = 4% (1312 per 100,000 population), 10/11 = 4% (1260/100,000). No data available at District level
NI 115	Substance misuse by young people	Not set	Not available		Somerset LAA target : 09/10 = 10.1%; 10/11 = 9.0% (2008/09 Baseline = 11.1% from 'Tell Us Survey'). No data available at District level
LPI 30	Percentage of council tenants who have reported anti-social behaviour in the last twelve months, rating the help and advice given as excellent or good	66%	66.60%	☺	As at Quarter 2.
	Antisocial behaviour incidents (criminal damage)	Not set	818 (April - Sept 2009)	☺	TDBC Baseline : 1977 incidents 2003/04; 1885 in 2007/08; 1829 in 2008/09. Decrease of 5% v same period last year April - Sept
Objective 11: REDUCE FEAR AND PERCEPTION OF CRIME					
	% of residents that fear crime	Not set	59% (after dark) 91% (daytime)	☺	LAA fear of crime survey 2006 = 25% (not repeated since). Results from 2008 Place survey - 'How safe do you feel outside'? TDBC Results comparable with Somerset average

* Please note : the assessment alert (ie ☹☹☹) is linked to the information in **bold text**

AIM 4: Healthy Living
Promoting healthy and sustainable communities

Indicator ref	Indicator description	Target 2009/10	Most recent performance data	Actual compared to target, baseline, last year, or other authorities *	Comments
Objective 12: DELIVERY OF HOUSING INCLUDING AFFORDABLE HOUSING					
NI 154	Net additional homes provided	1000	Not available		
NI 155	Number of affordable homes delivered (gross)	233	131 (projection for March 2010)	☹	
NI 158	Percentage of non-decent council homes	10%	N/A	☺	Annual measure - due April 2010 2008/09 actual = 15.4%
NI 159	Supply of ready to develop housing sites	Not set	Not available		
BV212	Average relet time in LA housing	21 days	24.26 days	☹	as at Quarter 2
Objective 13: HOMELESSNESS					
NI 156	Number of households in temporary accommodation	56	44	☺	as at Quarter 2
BV202	Number of people sleeping rough	5	5	☺	As at Quarter 2 2008/09 actual = 10
BV213	Housing casework intervention	4	3.15	☺	As at Quarter 2 - cumulative figure throughout the year
Objective 14: COMMUNITY SUPPORT AND HEALTHY LIFESTYLES					
NI 06	Participation in regular volunteering	Not set	27.9% (Place Survey 2008)	☹	Somerset LAA target to increase from 30.4% (2009) to 32% (2011). TDBC has lowest level of all Somerset districts
NI 07	Environment for a thriving third sector	Not set	Not available		Somerset LAA target to increase from 16.3% (2009) to 19.9% (2011). Biennial survey. <i>No data available at District level</i>
NI 08	Adult Participation in Sport	Not set	19.8% (2008 survey)	☹	Figure from Sport England survey 2008. Reduced from 21.7% in 2006. National average 22.7% (2007)

NI 56	Obesity in primary school age children in Year 6	Not set	Not available		Somerset LAA target to decrease from 15.1% (2007) to 14.6% (2010). <i>No data available at District level</i>
NI 119	Self-reported measure of people's overall health and well-being	Not set	77%	☺	"Very good" or "Good" (Place Survey 2008). TDBC results comparable with other Somerset Districts & South West Regional average (77.4%)
NI 121	Mortality rate from all circulatory diseases at ages under 75	Not set	58.3 (2008)	☹	National average 62.3 (2008) Regional average 56.8 (2008) Somerset LAA target : 09/10 = 51.8 per 100,000; 10/11 = 48.7/100,000
NI 137	Healthy life expectancy at age 65	Not set	N/A (10 year Census)		By 2011 Census - Males = 15.2, Females = 17.5
NI 139	The extent to which older people receive the support they need to live independently at home	Not set	34.9% (Place Survey 2008)	☺	Somerset LAA target to increase from 35.2% (2009) to 36.8% (2011). South West regional average = 33.2%
NI 142	Percentage of vulnerable people who are supported to maintain independent living	Not set	Not available		Somerset LAA target = 95.49% by 2010/11. Somerset actual 2008/09 = 98.25%. <i>No data available at District level</i>
NI 147	Care leavers in suitable accommodation	Not set	Not available		Somerset LAA targets = 2009/10 = 90.5%; 2010/11 = 91%. Somerset actual 2008/09 = 89.1% <i>No data available at District level</i>
NI 187	Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating	Not set	16.9% TDBC 2008/09	☺	National average (2008/09) = 11% Regional average = 16% Somerset LAA baseline = 17.7% Target = 0.7% decrease p.a
NI 199	Children and young people's satisfaction with parks and play areas	Not set	Not available		Somerset result for 2008-09 = 46% (think that parks are 'very or fairly good' - Ofsted Survey) <i>No data available at District level</i>
Tone Leisure	More People, More Active, More Often (Leisure visits)	Increase usage by 4% on 2008/09	4% increase	☺	Compared to same period last year (April - September = 520,000 visits to Tone leisure facilities). Tone Leisure target
Tone Leisure	Free Swimming (registrations & visits)	Increase swimming participation by 15% on 2008/09	Registrations = 5860 Visits = 34,167	☺	Quarter 2 = 5969 more Free Swims than in Q1. Total swim visits in Q2 increased by 14% from Q2 last year. Tone Leisure target

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AIM 5: Environment

Safeguarding and Enhancing the local environment

Indicator ref	Indicator description	Target 2009/10	Most recent performance data	Actual compared to target, baseline, last year, or other authorities *	Comments
Objective 15: CLEANLINESS OF LOCAL ENVIRONMENT					
NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	Not set	Litter 1% Detritus 8% Graffiti 0% Flyposting 0% (Inspection 1 results April)	☺	2008/09 TDBC figures : Litter 6%; Detritus 20%; Graffiti 4%; Flyposting 1%. All areas showing improvement compared to last year. National figures 2008/09 : Litter 11%; Detritus 21%; Graffiti 4%; Flyposting 1%
NI 196	Improved street and environmental cleanliness - fly tipping	Not set	"Very effective" (NB - 2010 forecast)	☺	Forecast indicates achieving a grading of 1 ('very effective') this year compared to last years score of 4 ('poor') . This shows decreasing incidents of Fly-tipping and increasing number of engorcement actions
	% of people satisfied with cleanliness standards of the local environment	Min 80% by 2010	86%	☺	NB - original BV PI no longer used. Figures taken from 2008 Place survey - <i>"How satisfied are you with the quality of the environment?"</i> . Overall Somerset result = 84.2%
Objective 16: RECYCLING					
NI 191	Residual household waste per household	362kg per household (= average 90.5kg per quarter)	92.52kg	☹	Q1 results from Somerset Waste Partnership. National average 38.7% (2008/09)

NI 192	Percentage of household waste sent for reuse, recycling and composting	49.20%	48.65%	☹	Q1 results from Somerset Waste Partnership. National average 38.7% (2008/09). In 2008/09 Taunton Deane performed strongly in tackling levels of residual waste (refuse that goes to landfill) placed 4th in England.
Objective 17: CLIMATE CHANGE & ENVIRONMENTAL SUSTAINABILITY					
NI 185	CO2 reduction from Local Authority operations	Not set	4806 tonnes (2008/09)	☹	0.7% increase from 2007/08
NI 186	Per capita CO2 emissions in the LA area	Not set	Not available		2005 = 6.4 tonnes; 2006 = 6.3 tonnes. Awaiting up-to-date data from Defra
NI 188	Adapting to climate change	Level 2 by end 09/10	Not available	☹	Pending completion of self-assessment (April 2010)
NI 189	Flood and coastal erosion risk management	100%	100% (TDBC 2008/09)	☺	100% completion of all actions in Flood risk management plan. (Annual measure)

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AIM 6: Delivery

Delivering accessible, value for money services

Indicator ref	Indicator description	Target 2009/10	Most recent performance data	Actual compared to target, baseline, last year, or other authorities *	Comments
Objective 18: VALUE FOR MONEY					
-	Average Band D Council Tax and percentile when compared to other English District Councils	Lowest Quartile (National)	24%	☺	2009/10 charges
NI 05	Overall general satisfaction with local area	Not set	88% (Place Survey 2008)	☺	Somerset = 86.3%. South West region = 85%. Top quartile nationally (average national = 81%).
NI 179	Value for money - total net value of on-going cash-releasing value for money gains	3.5% increase per annum	£884,000	☹	TDBC Projection for year end. LAA target = 3.5% per annum
Objective 19: EQUALITIES					
-	The level of the Equality Standard	"Developing" level	Not available	☹	Pending completion of self-assessment
NI 01	% of people who believe people from different backgrounds get on well together in their local area	Not set	77.7% (Place Survey 2008)	☹	3rd Quartile (46%) nationally. Somerset LAA target to increase from 77.1% (2009) to 78.8% (2011)
Objective 20: PUBLIC CONTACT					
NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer	Not set	27%	☹	TDBC result April 2009. Methodology of measurement to change from paper-based to using SAP CRM system in 2010
LPI 62	Percentage of calls resolved at first point of contact (contact centre only)	85%	93.40%	☺	As at August 2009

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APPENDIX C

Corporate Health Other 'local' performance indicators

* Please note : the assessment alert (ie ☹️) is linked to the information in bold text

Indicator ref	Indicator description	Target 2009/10	Most recent performance data	Actual compared to target, baseline, last year, or other authorities *	Comments
BV 9	% of the net collectable council tax debit collected in year	98.50%	63.19%	☹️	At the end of Q2 we are 0.49% short of the target . This is mainly due to the severe economic downturn, although some delay in progressing recovery action at the start of the year due to uncertainty on the receipt of payments through SAP implementation, inevitably impacted on performance.
BV 10	% of the net collectable NNDR debit collected in year	98.82%	60.60%	☹️	At the end of Q2 we are 4.46% short of the target . As with Council Tax, the recession has impacted on our performance in this area as well as changes in the profile of receipts as debtors restructure their payment arrangements from an annual "up-front" payment to instalment plans. We hope to see some reduction in the gap at Q3.
BV12	The proportion of working days lost due to sickness absence	10.5 days	10.85 days	☹️	Year end projection (based on period 1 April - July). 2008/09 actual = 10.9 days. Despite the fact that sickness is unlikely to meet its improvement target, outturn is predicted to be at a similar level to the previous year. This could be considered an achievement in light of low staff moral due to the significant disruption caused by the staff restructure and SAP implementation.

BV66a	Percentage of rent due that was collected	98.30%	95.98% as at Quarter 2.	☹	The recession may have affected this, however the main factor was the introduction of SAP in April which temporarily resulted in some errors with cash posting to Rent account. This meant recovery processes were put on hold for a while. The system is now working and arrears have now started to reduce. The team is optimistic that arrears will continue to reduce in periods 3 and 4
NI 157a	Processing of planning applications as measured against targets for 'major' applications	65% (Govt = 60%)	75% as at Quarter 2	☺	National average 72.9% (2008/09) Regional average 66.2% (2008/09)
NI 157b	Processing of planning applications as measured against targets for 'minor' applications	75% (Govt = 65%)	82.8% as at Quarter 2	☺	National average 77.4% (2008/09) Regional average 72.2% (2008/09)
NI 157c	Processing of planning applications as measured against targets for 'other' applications	85% (Govt = 80%)	91.2% as at Quarter 2	☺	National average 87.6% (2008/09) Regional average 85% (2008/09)
BV204	Percentage of appeals allowed against the authority's decision	Max 25%	46.4% as at Quarter 2	☹	28 appeals lodged and 13 allowed against the council's original decision. (NB 2008/09 = 18.8%). Appeals are decided externally, and learning points are made known to the Planning Team. The Appeals Service has made their process much easier via a new website
LPI 10	Percentage of telephone calls answered within 20 seconds (Contact Centre only)	80%	88.40%	☺	as at August 09 (SW1 KPIs)
	Voluntary leavers as a percentage of staff in post	12%	4.11%	☹	as at July 09

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