



EXECUTIVE

YOU ARE REQUESTED TO ATTEND A MEETING OF THE EXECUTIVE TO BE HELD IN THE PRINCIPAL COMMITTEE ROOM, THE DEANE HOUSE, BELVEDERE ROAD, TAUNTON ON WEDNESDAY 7TH DECEMBER 2005 AT 18:15.

AGENDA

1. Apologies
2. Minutes
3. Public Question Time
4. Housing Stock Transfer Consultation - Financial Update
Report of Strategic Director (Shirlene Adam) (enclosed)
ALL MEMBERS OF THE COUNCIL ARE INVITED TO ATTEND THE MEETING FOR THIS ITEM
5. Vivary Park Management Proposals
Report of Leisure Development Manager (enclosed)
6. Savings Delivery Plans 2006/07
Report of Principal Accountant (enclosed)
7. Litter Control in Taunton Deane
Report of Chief Environmental Health Officer (enclosed)
8. Somerset Waste Partnership - Contract Integration
Report of Strategic Director (Joy Wishlade) (enclosed)
9. Fees and Charges 2006/07
Report of Financial Services Manager (enclosed)
10. BIG Lottery Fund Application
Report of Strategic Director (Joy Wishlade) (enclosed)
11. Council Tax Base 2006/07
Report of Financial Services Manager (To follow)
12. Vision for Taunton - results of Vision Steering Group meeting held on 29 November 2005

The following items are likely to be considered after the exclusion of the press and public because of the likelihood that exempt information would otherwise be disclosed relating to the Clause set out below of Schedule 12A of the Local Government Act 1972.

13. Savings Delivery Plans 2006/07 - Exempt Appendix - Clause 1 Council Employee

See also agenda item 12

14. Vision for Taunton - results of Vision Steering Group meeting 29 November 2005 - Clause 9

G P DYKE
Member Services Manager

The Deane House
Belvedere Road
TAUNTON
Somerset

TA1 1HE

30 November 2005

Executive Members:-

Councillor Bishop
Councillor Mrs Bradley
Councillor Edwards
Councillor Garner
Councillor Hall
Councillor Leighton
Councillor Mrs Lewin-Harris - Deputy Leader
Councillor Williams - Leader

ALL MEMBERS OF THE COUNCIL ARE INVITED TO ATTEND THIS MEETING AND
CONTRIBUTE, PARTICULARLY IN RELATION TO AGENDA ITEM 4



Members of the public are welcome to attend the meeting and listen to the discussion. Lift access to the main committee room on the first floor of the building is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available. There is a time set aside at the beginning of the meeting to allow the public to ask questions



An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact Greg Dyke on:



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Website: www.tauntondeane.gov.uk (Council, Executive, Review Board & Review Panel Agenda, Reports and Minutes are available on the Website)

Executive – 16 November 2005

Present: Councillor Williams (Chairman)
Councillors Bishop, Mrs Bradley, Cavill, Garner, Hall, Leighton and Mrs Lewin-Harris

Officers: Mrs P James (Chief Executive), Ms S Adam (Strategic Director), Mr P Carter (Financial Services Manager), Mr R Sealy (Revenues Manager), Mr C Brazier (Housing Transfer Consultation Manager) and Mr G P Dyke (Member Services Manager)

Also Present: Councillors Coles, Henley, Wedderkopp and Mr G Wheeler, Savills.

(The meeting commenced at 6.15 pm)

104. Apologies

Councillor Edwards.

105. Minutes

The minutes of the meetings held on 5 and 21 September and 19 October 2005 were taken as read and were signed.

106. Public Question Time

1. Councillor Henley as a member of the public asked the following questions.

- (i) Customer Services had recently not been performing well. Complaints have been made regarding the length of time and difficulties experienced in making contact with the Council by telephone. When would a further report on this matter be submitted to the appropriate Review Panel.

Councillor Hall replied that considerable improvements had been made in recent days. The abandonment rate was now 7% and the average time taken to answer a call was now 1 minute 2 seconds. Extra staff had been recruited, the Sort-It campaign which had had a considerable impact on the service was now coming to an end and it was hoped that a satisfactory standard of service would now be maintained.

Councillor Williams added that it had been recognised that the service had slipped to a less than satisfactory position and therefore steps had been taken to address the problems.

- (ii) Councillor Leighton Executive Councillor with responsibility for Communications had intended submitting a report regarding Council identity to a recent meeting of the Review Board. The report had been withdrawn before the Agenda was published. When was it intended to submit the report to the Board.

Councillor Leighton explained that more work needed to be done before the report could be put to the Board. It would be submitted at some time in the future.

- 2. Councillor Coles as a member of the public asked the following questions.

- (i) With regard to the proposed ice rink what level of sponsorship had been reached and how much was anticipated.

Councillor Cavill replied that the situation had not changed since Councillor Henley asked this question at the last meeting of the Executive. The scheme continued to be without a major sponsor although it was hoped that some sponsorship would be achieved. Banners around the rink were being sold certain subsidies had been received and income would be forthcoming from a food franchise but no definite figures were currently available.

Councillor Williams added that it would be best to await the final outcome. The purpose of this scheme was to provide an amenity. Allowance had been made within the budget to cover any shortfall. A report would be submitted to the relevant Review Panel once the scheme had taken place.

- (ii) How many empty properties were there in Taunton Deane and of those how many had remained empty for six months or more.

Councillor Garner replied that there were approximately 1,500 plus 400 business premises currently empty. When accurate information was available it would be circulated to Members.

- 3. Patricia Rowe asked if Taunton Deane Borough Council would honour the decision of the Tenants Ballot. She also drew attention to a related rally which would take place in London and asked if the Council had any plans to help tenants to attend by helping with transport or subsidising transport costs.

Councillor Garner replied that there would be a single ballot and the result would be definitive. There were no plans to subsidise any costs of attending the rally in London.

- 4. Nigel Behan drew attention to a tenants ballot in Sefton when the tenants voted to stay with the Local Authority. Staff had been

disciplined for exercising a particular view. Would the Council give an assurance that no Union Member would be disciplined. He also asked if any Labour Member of the Council could confirm that they supported Government policy.

Councillor Garner replied that the Council would be transparent in all of its undertakings.

Councillor Williams added that there would be no victimisation providing the normal procedures and rules of conduct were observed. He pointed out that no Member of the Labour Group was present.

5. Paul Partington asked if the Council had any plans to increase the number of bicycle stands in Taunton town centre. He also drew attention to the former bicycle park in Coal Orchard and asked if the Council had taken any steps to get it running again.

Councillor Williams replied that although he was not aware of any plans to increase the number of bicycle stands this was something that might be included as a condition of any planning permission in relation to the regeneration of Taunton.

Councillor Bishop stated that the demand for this facility would be investigated.

Councillor Cavill added that successive operators had failed to make a success of the bicycle park. A longer term solution was now being investigated with the possibility of a partnership being formed with the neighbouring St James Street Medical Centre. A report would be submitted to the relevant Review Panel in the near future. Councillor Mrs Bradley added that she felt bicycle maintenance courses should be offered by SCAT in pursuit of sustainability and an alternative means of travel.

107. Council Tax Section 13A Reduction Procedure

Reported that the Local Government Act 2003 had introduced various changes to the Council Tax legislation. One of these changes added a new Section "13A Billing Authority's power to reduce the amount of tax payable" to the Local Government Finance Act 1992.

The new powers allowed the Billing Authority to reduce the Council Tax payable either for specific classes of cases or for individual cases. The Billing Authority had the power to either reduce or cancel the amount of Council Tax payable.

The new legislation intended to allow Billing Authorities to create local discounts or exemptions in order to cater for local circumstances. The disadvantage of this change however was that the cost of awarding any such

reduction had to be wholly funded by the Billing Authority. No provision was made for the other precepting Authorities to contribute.

This meant that the financial implications of any decision to create a class of reduction had to be considered in detail before any such reduction was created. It was anticipated therefore that such reductions would only be awarded in exceptional cases.

It was felt that the following procedure should be adopted to deal with such applications on a consistent basis:

(a) Procedure for creating and determining applications for specific classes of reduction

The power to consider and decline applications for the creation of specific classes of reduction should be delegated to the Section 151 Officer and the relevant portfolio holder for Revenues.

Where both the Section 151 Officer and the relevant portfolio holder for Revenues decide that consideration should be given to creating a specific class of reduction a recommendation should be made to the Executive. The Executive should have the delegated power to create, amend or cancel any specific class of reduction.

Once a specific class of reduction has been agreed by the Executive individual applications in respect of that class are to be considered by the Revenues unit. The Revenues unit should have the delegated power to determine individual applications within an agreed class of reduction.

(b) Procedure for determining individual one-off applications for reductions

The power to determine individual one-off applications (ie all applications other than those to create a specific class of reduction or for a reduction under a specific class) should be delegated to the Section 151 Officer.

RESOLVED that Council be recommended that the procedure and delegation of powers as outlined above be agreed when considering applications for Section 13A reductions.

108. Capital Programme Update 2005/06

Reported that over recent months reports had been submitted to the appropriate Review Panels regarding some expected changes to the Capital Programme of the Council. Submitted report which consolidated these variations and which sought the approval of the Executive prior to final approval by Council. Changes to the Capital Programme were being sought for the following schemes:-

- Additional funding for the indoor tennis centre extension of £60,000
- Virement of £44,000 from “Grants to Parish Play Areas” budget towards health and safety improvements in TDBC play areas within parishes
- Virement of a total of £28,000 from the Depot Improvements budget to DDA works and to the DLO reserve
- Reductions to the Housing capital programme and an additional RCCO from the HRA working balance (plus associated General Fund revenue costs) to meet a shortfall in Right to Buy capital receipts. This followed the submission of reports to both the Review Board and the Housing Review Panel.

RESOLVED that the proposed changes to the Capital Programme detailed in the report be supported and Council be recommended that the following be agreed

- (i) Additional funding for the indoor tennis centre extension of £60,000
- (ii) Virement of £44,000 from the “Grants to Parish Play Areas” budget towards health and safety improvements in TDBC play areas within parishes
- (iii) Virement of a total of £28,000 from the Depot Improvements budget to DDA works and to the DLO reserve
- (iv) Reductions to the Housing Capital programme as outlined in the report (A summary of the revised Housing Capital Programme is attached as Appendix A).
- (v) A Supplementary Estimate from the HRA Working Balance of £500,000
- (vi) A Supplementary Estimate from General Fund reserves of £60,000 to meet the additional debt costs that would result from a switch of supported borrowing approvals from the HRA to the General Fund

109. Housing Stock Transfer Consultation

Submitted an update on the work that had been undertaken recently in respect of Housing Stock Transfer consultation together with the current position on the Warranted Stock Condition Survey and a recommended change to the makeup of the Shadow Board of Management.

A number of progress reports regarding Housing Stock Transfer had been provided over a period of time together with newsletters to tenants, leaseholders and staff. Submitted with the report was a communication log for the process.

The Housing Stock Transfer Project Team was now fully operational and information was submitted on the key work that the team had undertaken recently.

The report also gave details of a first draft report by Savills who had been appointed to undertake a 20% Warranted Stock Condition Survey of the Council's stock. The next step was to link this information to the expected resources which the housing service could expect over 30 years if the stock was retained or a stock transfer took place. Mr G Wheeler of Savills gave a presentation in relation to the survey.

With regard to the Shadow Board of management all four independent positions had now been filled. In addition to this three of the four tenant places had also been filled. It was anticipated that the remaining place would be filled by the end of the year.

As far as this Council's representation was concerned one of the Council nominee places had not been taken by the Liberal Democrat Group. It was felt appropriate to leave this place open until the end of December 2005 when the matter could be reviewed. Also submitted was the job profile of the Shadow Board Member which clearly outlined their role.

Submitted details of all the Shadow Board Members, an overview of their backgrounds and the progress made at its first meeting on 6 October. Also noted its programme for the immediate future.

RESOLVED that

- (i) the report and appendices be noted
- (ii) the first draft report by Savills on the Warranted Stock Condition Survey be noted and the development of the two standards being proposed be agreed whilst taking account further work that would be undertaken in order to take into consideration the conclusions of the priority survey
- (iii) a place on the Shadow Board remain open for the Liberal Democrat Group until the end of December 2005 when the matter would be reviewed.

(The meeting ended at 8.05 pm)

TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 7 DECEMBER 2005

REPORT OF STRATEGIC DIRECTOR (Shirlene Adam)

HOUSING STOCK TRANSFER CONSULTATION – FINANCIAL UPDATE

EXECUTIVE SUMMARY

The project update report presented to the Executive on 16 November 2005, briefed Members on the project progress generally, and shared the latest information on the warranted stock condition survey.

This report picks up on that work and provides an update on the financial issues on the project, taking into account:-

- The results of the stock condition survey; and
- The latest budget position of the Council.

1 PURPOSE OF REPORT

- 1.1 To provide Members with a financial update on the Housing Stock Transfer Consultation project.

2. BACKGROUND

- 2.1 The final report to Executive in July 2004 on the Stock Options appraisal outlined the expected financial position on housing stock transfer. This included details of the assumptions used, the funding deficit (gap between what the Council wants to do to the housing stock and what funding it has available), and the expected capital receipt.
- 2.2 Pricewaterhouse Coopers (Lead Advisors on this project) have now updated this financial position to reflect the impact of the stock condition survey, and the latest position of the Councils Housing budgets. Their full report is attached as an Appendix.

3. KEY MESSAGES

3.1 Stock Condition Survey

The information from the warranted stock condition survey (details of which were included in the report to the Exec on 16 Nov) has been reflected in the updated business plan. There is now a future expenditure requirement of £6.4m per annum to meet the minimum standard (the stock options appraisal assumed a future requirement of £6.4m per annum to meet the full aspiration standard).

3.2 Impact of Changes in Rent Restructuring and Housing Subsidy

Final details on both issues will be available during December. Meantime, Pricewaterhouse Coopers have worked with Council staff to consider the likely impact on future budgets.

The likely net impact of the rent restructuring issue is a small increase in the revenue budget position for the council.

The likely net impact of the subsidy changes is an increase in capital resources available to the Council of around £100,000 next year.

3.3 Impact on Options Appraisal

The detailed report outlines the impact of the updated financial position on the original stock options appraisal conclusion.

The stock transfer option continues to be the only option that delivers on all of the Councils priorities for Housing.

3.4 Valuation

The stock condition survey results, the rent restructuring proposals, and revised Council budgets all impact on the valuation.

Based on these updated assumptions the model predicts a revised valuation figure of £36.3m. **It is important for Members note that this figure will be subject to change** throughout the period leading to the ballot, and following the ballot (if the tenants vote yes). For this reason, regular updates on the financial issues on the project will be provided to Members.

The detailed report sets out some of the issues that will have an influence on the final valuation figure (sensitivity analysis) and the assumptions used in the current calculations.

3.5 Capital Receipt

Based on updated assumptions, the potential net capital receipt (after allowing for set-up costs, levy and repayment of housing debt) is £18.9m. **It is important for Members note that this figure will be subject to change – as outline in 2.4 above.**

4. CONCLUSIONS

4.1 The update above, together with the detail set out in the attached Pricewaterhouse Coopers report provides Members with an up-to-date financial position on this project.

4.2 Further reports will be presented to Members at regular intervals as the project progresses, setting out clearly the financial implications of key decisions as they are taken.

5. RECOMMENDATION

5.1 The Executive is requested to note the updated financial position on the project.

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Government and Public Sector

7th December 2005

Taunton Deane Borough Council

Financial update

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Background

- 1 At the conclusion of the options appraisal in July 2004 the Council's Housing Revenue Account (HRA) business plan predicted that the Council faced a small funding gap (£900,000) in the level of resources required to bring all its properties up to the Decent Homes standard by 2010. The plan illustrated much larger funding deficits to meet the full investment needs of the stock. Over the next ten years the plan predicted that capital resources were required at an average of £6.4m each year. Resources were predicted to be available at an average of £4.7m each year. This meant that existing capital programmes would need to be cut by an average of 26% each year in order to bring expenditure in line with predicted resources.
- 2 The Council submitted an application to join the government's housing transfer programme in December 2004. At this time it was estimated that the tenanted market value of the housing stock at transfer would be £38.2m (£6,267 per home). The valuation method for stock transfer takes into account the income and expenditure on the stock over the next thirty years. The indicative stock valuation prepared for the programme application was based on current budgets, which reflected the proposed restructuring, and information available at the time on future stock condition (based on historic information with external validation).
- 3 Since the programme application the Council has commissioned a new stock condition survey which has now been completed. The government has also announced changes to the framework for rent restructuring, and published its draft housing subsidy determination for 2006/07. This paper considers the impact of these factors on the indicative tenanted market value of the housing stock, and on the Council's base financial position.

Base financial position

Resources

- 4 The Council's prediction of future capital resources is based on estimates prepared by Council finance staff, with advice from PricewaterhouseCoopers on the preparation of the HRA business plan. The Council predicts that capital resources of £4.3m each year will be available to fund investment in Council owned housing stock. The breakdown of this figure is illustrated below:

Table one: Capital resources

Annual resources to 2010	£m
MRA	3.4
Supported borrowing	0.6
Contribution from revenue	0.3
Revised total	4.3

- 5 This compares with a forecast of £4.7m per annum at options appraisal. The main reason for the difference is a reduction in estimates of the contribution to capital expenditure from the housing revenue account. The revised figure reflects current Council budgets. Capital receipts from Right to Buy sales are not reflected in the table as these are currently directed to fund general fund capital programmes.

Expenditure

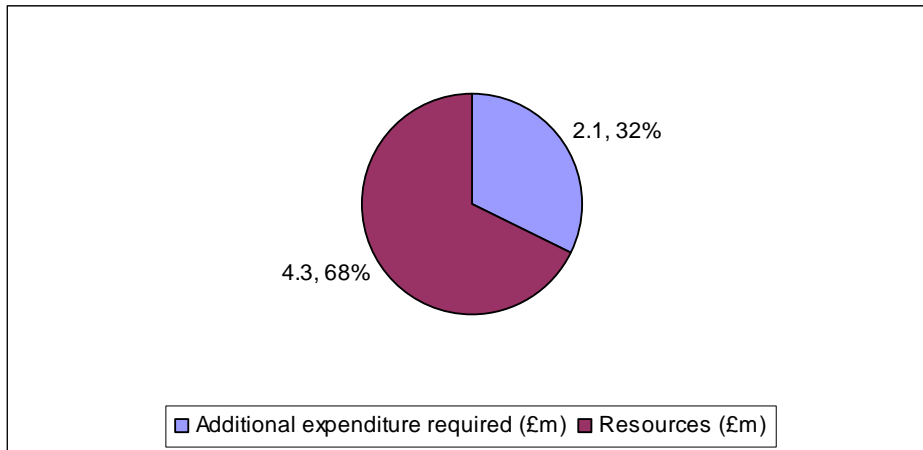
- 6 Future capital expenditure estimates are based on information from the most recent Savills' stock condition survey. Savills estimate total expenditure of £318¹m is needed over the next thirty years. £53.4m of this is needed in the first five years, of which £17.1m is required for day to day expenditure on responsive void and cyclical maintenance, and £36.3m on capital works. Savills have also stated that £26.8m of the capital expenditure requirement in the first five years represents works to meet a minimum standard, including decent homes and other statutory landlord requirements.
- 7 This compares with previous estimates of £31.4²m needed on capital expenditure in the next five years, of which £24.5m was needed for a minimum standard.

¹ Figures are at a November 2005 price base and exclude professional fees, VAT and inflation

² Based on Council estimates of total five year capital expenditure requirement of £28.2m at 2003/04 price base, uplifted to show 2005/06 price base for comparison purposes. Figures exclude fees, VAT and inflation.

- 8 In order to predict future expenditure needed, the new stock condition information has been included in a revised HRA business plan. This takes into account the cost of professional fees, inflation and the loss of properties from future Right to Buy sales. The revised plan indicates a future expenditure requirement to meet the minimum standard of £6.4m each year from now until 2010. It should be noted that this amount is required to meet the minimum standard, rather than the full investment needs of the stock. This indicates a funding gap of 32% per annum to meet the minimum standard, as illustrated below:

Figure one: Comparison of total expenditure requirement and available resources



Impact of changes in rent restructuring and housing subsidy

- 9 The Office of the Deputy Prime Minister (ODPM) has announced changes to rent restructuring as follows:
- Increased weighting applied to target rent calculations for three bed and larger properties
 - Changes to the input information to target rent calculations to bring local authority target rent calculations fully in line with those used by Registered Social Landlords (RSLs)
 - A limit on the average local authority rent increase for the next two years of 5% each year
- 10 The changes will impact on the calculation of notional rent for housing subsidy, and actual rent received. Where notional rent increases, this will increase the subsidy that the Council must pay government. This means that the benefit of any increase in actual rents is outweighed by additional subsidy payable.
- 11 In order to balance this impact, there is an increase in management and maintenance allowances, which represent the notional costs that inform the subsidy calculation. These mitigate the impact of the lost rental income. The net result for Taunton Deane should be a marginal increase in revenue resources. The final settlement will be known in December.
- 12 The draft subsidy determinations have also indicated an increase in major repairs allowance that is higher than previous assumptions. This would increase capital resources to £3.5m next year, which would reduce the funding gap to 31%. The final settlement will be known in December.

Impact on future options

- 13 The revised stock condition information is the most significant change to future HRA business plan predictions. Whilst this changes the analysis of future options, it would not change the conclusion of the original stock options work, based on the assessment criteria previously agreed.
- 14 The original appraisal used the following assessment criteria
- Deliverability

- Meets the current stock's investment needs to meet decent homes
- Meets the current stock's investment needs to meet local priorities for investment to ensure the sustainability of decent homes investment
- Enables investment in new stock to meet significant housing demand in the area
- Promotes improved housing management performance and service standards
- Increases tenant participation
- Enables delivery of Council's corporate objectives and wider strategic housing objectives

15 A summary of the evaluation of the options in July 2004 is set out below:

Table two: July 2004 evaluation

Criteria	Option 1 – Continued ownership and management	Option 2 – Arms length management organisation	Option 3 - PFI	Option 4 – Stock transfer
a) Deliverability	No	No	No	Possibly
b) Meets the current stock's investment needs to meet decent homes	Yes	Yes	Probably not	Yes
c) Meets the current stock's investment needs to meet local priorities for investment to ensure the sustainability of decent homes investment	No	No	No	Yes
d) Enables investment in new stock to meet significant housing demand in the area	No	Probably not	Probably not	Yes
e) Promotes improved housing management performance and service standards	No	Possibly	Possibly	Possibly
f) Increases tenant participation	No	Yes	Possibly	Yes
g) Enables delivery of Council's corporate objectives and wider strategic housing objectives where these have not already been included above.	No	No	No	Yes
Total:				
Yes	1	2	0	5
Possibly	0	1	2	2
Probably not	0	1	2	0
No	6	3	3	0

- 16 A revised analysis needs to take into account the fact that the Council can no longer predict that it has adequate resources to meet Decent Homes as set out below:

Table three: Evaluation of options November 2005

Criteria	Option 1 – Continued ownership and management	Option 2 – Arms length management organisation	Option 3 - PFI	Option 4 – Stock transfer
a) Deliverability	No	No	No	Possibly
b) Meets the current stock's investment needs to meet decent homes	No	Yes	Probably not	Yes
c) Meets the current stock's investment needs to meet local priorities for investment to ensure the sustainability of decent homes investment	No	No	No	Yes
d) Enables investment in new stock to meet significant housing demand in the area	No	Probably not	Probably not	Yes
e) Promotes improved housing management performance and service standards	No	Possibly	Possibly	Possibly
f) Increases tenant participation	No	Yes	Possibly	Yes
g) Enables delivery of Council's corporate objectives and wider strategic housing objectives where these have not already been included above.	No	No	No	Yes
Total:				
Yes	0	2	0	5
Possibly	0	1	2	2
Probably not	0	1	2	0
No	7	3	3	0

- 17 This means that continued ownership and management meets none of the assessment criteria identified at options appraisal.
- 18 Previously arm's length management did not offer a financial solution to Taunton Deane, as funds are only available to fund an investment gap to meet decent homes, and this was minimal in Taunton Deane at the time of the options appraisal. Whilst there is now an investment gap, ALMO continues to fail to fund resources to meet local priorities and the full investment need of the stock. In order to pursue ALMO at this stage the Council would need to get tenant sign up to a reduced standard of investment, and get Government Office sign up to a revised options appraisal conclusion. Both these would be required before submitting a programme application for ALMO funds before the last round of funding, anticipated to be in February 2006.

- 19 The Private Finance Initiative continues to offer no financial solution to the needs of Taunton Deane's housing stock.
- 20 Stock transfer continues to be the only option that provides resources for the short, medium and long term investment in the stock and provides a significant capital receipt for use on the Council's wider housing priorities.

The financial implications of transfer

Valuation

- 21 The indicative tenanted market value has been updated to reflect
- changes in the rent restructuring framework
 - new stock condition information to reflect Savills' survey
 - current HRA budgets to reflect anticipated outturn 2005/06
- 22 At the time of the Council's application to join the housing transfer programme the indicative tenanted market value was estimated at £38.2m (£6,267 per home). A revised calculation indicates a valuation of £36.3m (£5,924 per home).
- 23 The key changes are illustrated below:
- A review of HRA budgets has indicated a slight reduction overall in costs when compared with income. On the assumption that this is reflected in the costs and income to transfer to the new RSL, this would improve the valuation.
 - The valuation assumes that all of the works indicated in Savills' stock condition survey are carried out.
 - The rent restructuring changes increase rents for larger properties. The valuation assumes that the Council's rent increase in 2006/07 will reflect the limit of 5% imposed by ODPM. The 5% limit will also apply to local authorities in 2007/08. The valuation assumes that a commitment would be made to transferring tenants that this 5% cap would also apply to post transfer rent increases in 2007/08. In this way their rents would be the same whether transfer took place or not. This assumption will be subject to a decision by Council

Table four: Changes to tenanted market value

Detail	Financial impact
Programme application	£38.2m
Changes in HRA budgets	+£0.1m
New stock condition survey	-£5.3m
Revised rent restructuring	+£3.3m
Revised valuation	£36.3m

24 Full details of the financial assumptions that underpin the valuation are set out at appendix one.

Future valuation changes

25 The valuation will continue to be subject to change between now and ballot, and in the post ballot period (subject to a yes vote). The key reasons for changes include:

- Changes in HRA budgets to 2006/07 that change the costs to be transferred to the new RSL, including the Council's rent policy that will determine 2006/07 rent increases.
- Pension costs. Where there is a deficit on the pension fund, the Council will be required to make good this deficit before transfer. Historically ODPM have accepted that the RSL will make this payment, and reflect it in the valuation. This means the payment is made before calculation of levy, saving 20% of the cost. Ongoing pension contribution rates may also change and this will need to be clarified in the post ballot period as the TUPE list is developed.
- The outcome of the consultation process that may indicate the need for additional services or improvements
- Increases in building costs between now and transfer that are above or below levels currently estimated
- The final number of properties to transfer
- Decisions about assets and services to transfer
- Decisions about transfer of Deane DLO, Deane Help line etc.

26 Key sensitivities are set out below to give an indication of the extent of movement that could occur. Sensitivities are not shown cumulatively.

Table five: Valuation sensitivities

Base case assumption	Revised assumption	Financial impact on valuation
Rent guarantee for transferring tenants that rent increase in 2007/08 will be limited to an average of 5%	No rent guarantee	+£0.15m
Rents for new tenants after transfer are set at target rent level	Rents for new tenants are set at the same level as that of transferring tenants	-£0.57m
Management costs reflect current service, with uplift for diseconomies of scale and VAT	5% increase in management costs to provide an additional £173,000 each year to fund new services.	-£2.3m
Building costs increase by 5% between now and transfer	Building costs increase at 4% between now and transfer	+£1.6m
All HRA shops and garages transfer to new RSL	Council decides to retain all non dwelling assets	-£3.7m
General fund contribution to HRA continues at current rates	Council chooses not to establish a service agreement with the new RSL that reflects the services provided for by current payment from General Fund	-£2.4m

Net capital receipt

- 27 The Council will be required to pay a levy to ODPM following transfer. Under current regulations the amount payable is calculated as 20% of the difference between the capital receipt associated with the dwellings (after payment of set up costs) and the Council's subsidy capital finance requirement (CFR). It is currently estimated that a levy of £400,000 would be payable. This calculation is set out below:

Table six: Levy calculation

£m	Levy
Tenanted market value	36.3
Receipt re non leviable assets ³	-3.7
Set up costs	-3.0
Subsidy CFR (notional HRA debt)	-27.8
Leviable receipt	1.8
Levy at 20%	0.4

- 28 The table below sets out the net capital receipt available to the Council after payment of levy, set up costs and attributable housing debt. This calculation assumes that the Council will repay current housing debt, leaving a net receipt of £18.9m after payment of levy. This is in line with previous estimates of a net capital receipt of £18.91m reported at options appraisal in July 2004. Whilst the tenanted market value has reduced, the net capital receipt remains broadly similar due to reductions in the levy payable. The Council may choose not to repay debt attributable to the HRA, but this would leave the cost of this debt as a charge to the general fund budgets.

Table seven: net capital receipt

£m	net receipt
Tenanted market value	36.3
Set up costs	-3.0
HRA CFR (actual HRA debt)	-14.0
Levy at 20%	-0.4
Net capital receipt	18.9

Post transfer receipts

- 29 A separate agreement will be established to determine how income from future Right to Buy sales is shared between the Council and the new landlord. Typically this will allow the RSL an amount sufficient to cover the net income forgone in its future business plan, plus an administrative allowance, with the remainder being paid to the Council. The Council's receipt is not subject to pooling so is 100% useable. It is reasonable to anticipate that this will be higher than the current 25% that the Council is able to use from Right to Buy receipts.
- 30 It is also possible to establish a mechanism to recover VAT payable by the new landlord on the major improvement works in the first five to ten years after transfer. A separate agreement can then be

³ Non leviable assets includes all non dwelling assets (garages, shops etc.) No levy is payable on the value that these assets bring to the valuation. This figure is indicative at this stage subject to decisions about the transfer of these assets

established to determine how these receipts are used and shared between the Council and the new landlord. The extent of VAT recoverable will depend on the post transfer works programmes, and decisions about the extent of capital works that may be carried out by the DLO if it transfers to the new organisation. Where the DLO carries out a proportion of post transfer works, this will reduce the VAT payable. This will increase the valuation, but reduce receipts achieved through post transfer VAT recovery. An early feasibility study will be required to determine the extent of VAT recoverable through this route. The benefit of these VAT arrangements will only be possible if the RSL has charitable status due to corporation tax liability for non charitable RSLs that would outweigh the VAT recoverable. This decision is to be discussed at the shadow board.

Future reports

- 31 The valuation will be reported to members at regular intervals as key decisions are made that have a financial impact.
- 32 The implementation of housing transfer will result in additional revenue costs for the Council as some of the fixed and variable costs currently charged to the HRA fall on the general fund until a cost reduction strategy is put in place. These revenue impacts include
 - Reductions in income from services currently recharged to the HRA
 - Untransferred central support costs
- 33 An analysis of this impact was reported to members in July 2004. This indicated that from a total recharge to the HRA of £2.8m in 2003/04, estimated savings of £1.6m could be achieved from transfer of staff, and sale of services. A residual annual cost to the general fund of £1.2m would then need to be reduced through cost reduction strategies. This analysis is currently being updated by Council officers, with support from PwC. A report will be taken to members once this update is complete. The corporate impact will then be monitored and reported to members on a regular basis.

Appendix one – Valuation assumptions

Introduction

- 34 This appendix sets out the key assumptions used to develop a cash flow/ financial model which can be used to determine the tenanted market valuation (TMV) of the Council's housing stock.
- 35 The valuation has been set at a price base of 2006/07 and, accordingly, many of the inputs have been taken from current figures that have been updated appropriately. This uprating reflects our understanding of Government policy in relation to rent restructuring and local building industry inflation forecasts following advice from Savills to reflect local schedules of rates.
- 36 The base data for this report is derived from a number of key sources. The sources of the base information and the key issues and potential sensitivities surrounding the major assumptions in the valuation are included within each of the key input areas below.

Detail of valuation assumptions

Housing stock & rents

- 37 Housing stock and current rent information have been taken from the Council's own records. This shows 6172 properties in 2005/06. It is assumed that there would be 6132 by 2006/07 taking into account stock loss from Right to Buy at a rate similar to current trends. This assumes that approximately 20 properties per year are sold, and that transfer takes place towards the end of 2006/07. The average weekly rent, (excluding service charges) in 2005/06 is £51.75.
- 38 Future rents have been included in the valuation model on the basis of achieving convergence with target rents within the revised rent restructuring framework for social housing announced by ODPM in November 2005. This reflects the impact of the 5% cap on local authority rents in 2006/07 and 2007/08.
- 39 The average Jan 99 property value used in the rent restructuring calculation is £43,423 based on information supplied by the Council. This gives an average target rent in 2006.07 of £61.20 which is 12% above estimated actual average rent for that year.
- 40 Starting rents for 2006/07 assume that the Council will move current rents towards local authority target rents at the maximum rate possible under the current rent restructuring framework, which results in a 5% increase to 2006/07. Final figures will be revised to reflect the Council's rent setting policy once agreed. After transfer it is assumed that rents will converge with target rents by 2011/12 which is achieved with an increase of 5% to 2007/08, then 5.5% each year to 2011/12. This assumes that a rent guarantee is given to transferring tenants to reflect the 5% cap that would apply to local authority rent increases in 2007/08.

Stock turnover (i.e. relet rates)

- 41 The valuation assumes that new tenants after transfer are charged the full target rent and that there is a

turnover rate of 5.8% each year in line with historic lettings trends. Records for 2005/06 show an increase in turnover to 6.3% but the rate of 5.8% has been used to reflect averages over the previous three years.

Voids & bad debts

- 42 The valuation assumes that 2% of rent is lost through voids and bad debts which is broadly in line with estimates in the HRA business plan, with some adjustment to reflect the circumstances of the RSL.

Other income

Tenant and leaseholder service charges

- 43 Service charge income from tenants and leaseholders is based on figures in the Council's medium term financial plan that gives estimated income of £399,000 p.a.

Supervision and management costs

- 44 Future management costs for the new landlord will be driven by the current cost base of the Council. Some adjustment will be required to reflect the diseconomies of scale the new landlord will experience as a result of separation from the Council, and irrecoverable VAT. A starting management cost budget of £3.5m has been included for 2006.07 (£565 per unit). This represents a 12% increase on current 2005/06 HRA budgets
- 45 Property specific service costs have been included at the current rate of special management costs in HRA budgets, with an uplift for irrecoverable VAT and inflation to 2006/07. This gives a starting special management cost of £702,838. Supporting people costs of £559,000 and related income is excluded from the valuation in line with current ODPM guidance.

Stock condition information

- 46 These figures have been taken from the stock survey outputs produced by Savills in November 2005.

Responsive, cyclical and voids repair costs

- 47 Savills' estimate of revenue repair costs provides for an allowance of £595 per unit in years 1 – 5 increasing to £619 from year six. The early year reduction reflects the impact of the catch up repair provision included elsewhere in the valuation. The allowance is less than current budgets to reflect the impact of the capital programme and avoid double counting.
- 48 The valuation assumes the building services DLO will transfer and carry out a proportion of revenue repairs in line with current practice. As a result VAT on labour costs for an element of the repair budget will not be payable by the RSL. VAT at 10.5% has been applied to allowances to reflect VAT on materials and work not carried out by the DLO. Prices have been increased by 5% to allow for inflation between now and transfer.
- 49 Fees have been included at 8% to reflect part of the cost of the current HRA recharge on repairs budgets, as this cost is not included in Savills allowances.
- 50 The resulting figures are assumed to rise with inflation after transfer.

Catch up, Future major repairs, related assets, improvements, works to non traditional dwellings and the cost of making safe asbestos.

- 51 Figures are based on information from Savills November 2005 survey in respect of costs for catch up, future major repairs, improvements and works to non traditional properties. Rates for estate works and for the making safe of asbestos are based on average allowances recommended by Savills. A contingency of 2% is included in line with Savills' recommendations. Costs are adjusted to include VAT (17.5%) and fees (8%). They are then updated to a 2006.07 price base by 5% to reflect inflation before transfer.

52 The resulting figures are assumed to rise with inflation after transfer.

Environmental improvements

53 Savills have advised an average allowance of £1,000 per property is included in the first ten years for environmental improvements. It should be noted that this is a provisional allowance only and further consultation would be required with residents to produce final estimated costs.

Disabled aids and adaptations

54 A provision of £200,000 per annum has been included for disabled aids and adaptations in line with assumptions for minor aids and adaptations in current HRA budgets.

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TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE **7th December 2005**

VIVARY PARK MANAGEMENT PROPOSALS

(This is responsibility of Executive Councillor D Bradley)

Report of Leisure Development Manager

EXECUTIVE SUMMARY

The Health and Leisure Review Panel has monitored a review of the management of Vivary Park and considered a set of proposals to improve the service, which it has recommended that the Executive approves.

The review included a reassessment of the how the budget for Vivary Park is used and of the potential of the site to generate additional income. The proposals arising from the review will redeploy resources to create a management resource to coordinate the management of the park, generate income in future years, provide a reassuring staff presence at times of maximum usage and ensure that everyone complies with the rules of using public space.

The result will be an improved service to the public, an improving infrastructure and a future decrease in the cost of the park to the Council.

CORPORATE PRIORITIES AFFECTED

The implementation of the proposals will address issues under the Corporate Priorities of Crime (Community Safety and Young People) and Delivery

1. PURPOSE

The purpose of this report is to allow Members to consider the implementation of the proposals for managing Vivary Park, to approve their implementation and the setting up of trading account budget.

2. BACKGROUND

2.1 The Strategic Need for Change

2.2 Vivary Park is Taunton Deane's flagship park and is the venue for civic and community events, an icon for Taunton with its image used extensively in publicity about the town and much loved by the people of the Borough. It has won national recognition through the Green Flag Award and its historic status drew in £300,000 of Heritage Lottery Fund (HLF) investment in the 1990's.

Vivary Park serves the Council's Corporate Priorities and National Priorities:

- Health by providing a place for walking, jogging, informal games, tennis, children's play and also for quiet relaxation,
- Economy by being a showpiece of the standard of living in the area, which helps to attract new businesses to locate in the town and by raising property values locally
- Environment by providing an area of green open space close to the town centre and residential areas used for community celebrations, events and recreation

2.3 Financial position

There is a need to address management issues in Vivary Park to ensure that it remains affordable to maintain it to its current high standard and to address concerns about antisocial behaviour, which have prompted calls for a staff presence in this important open space.

When the draft budget for maintaining the park over the next 10 years was assembled, which was a condition of the HLF grant, it became apparent that the costs of managing Vivary Park would need an increasing amount of subsidy from a reducing Parks Service budget. (see trading account summary Appendix 1)

The net cost of Vivary Park to the Council is currently £128,290. By implementing the proposals it is estimated that the net cost to the Council will be £122,240 in 2006/7, compared to £132,139 if the proposals are not implemented – a saving of £9,899. After five years, in 2010/11, it is projected that the net cost could be £83,781 instead of £148,723 a saving of £64,942 even after the investments in infrastructure improvements outlined in the report.

In 2006/7 there will not be an overall saving for the Council. The budget for Vivary Park will be separated out into a Trading Account but there are likely to be variations against the estimates both upwards and downwards. The budget is based on officers' best estimates and consultation has taken place with the Financial Services Manager and Car Parks Manager to make these estimates.

2.4 Monitoring

It is proposed that the budget will be closely monitored on a quarterly basis to identify any estimates, which appear to be deviating from the officers' expectations.

The estimates in the budget are based on historic activity and usage. Changes in behaviour of park users and car park users resulting from the proposals will mean that the budget needs updating on a regular basis. Such changes might include greater use of the car parks by some groups and less by others, extra car park capacity generating additional income (see paragraph 3.4.3), greater

income from activities, a change in income derived from event organisers (arising from the decision pending on this issue).

2.5 Community Consultation

When the outcome of the 2003 public parks survey were analysed, the three most frequently mentioned area of concern were dog related issues, the need to engage and provide facilities/activities for young people, and lack of a visible person in authority in parks. The proposals in this report address all of these issues without additional cost to the Council.

2.6 National Context

National surveys reflect the concerns expressed by Taunton Deane residents and CABA Space, which is funded by the Office of the Deputy Prime Minister (ODPM), currently has a campaign: "PARKFORCE" to encourage Councils to make efforts to introduce park-based staff with the intention of turning parks from "no-go" into "let's go" areas. A copy of the leaflet showing examples of the benefits other Councils have experienced will be available at the meeting.

2.7 Review of Pricing and Subsidy

In 2003 the Council began a review of why and how it charges for, and subsidises, all of its services in the leisure portfolio. The intention was to target subsidy to corporate priorities and those most in need of financial support. It quickly became apparent that the Parks Service needed to review the management arrangements in Vivary Park and an in-depth review was commissioned. It was intended that the lessons learned in Vivary would inform changes across the Parks Service.

2.8 The Review of Management Arrangements in Vivary Park

The review was approved by the Executive in February 2004. It considered the outcome of the 2003 public consultation about the Parks Service, the range of Service Managers responsible for various aspects of the management of Vivary Park, the conditions and arrangements that exist with the tenants in the Park, the potential for income generation and the recently adopted (Executive 2004) 10 year Management Plan for Vivary Park (written for the Heritage Lottery Fund) .

The intention was always to use Vivary Park as a pilot and if it were successful the benefits should be shared with other open spaces in the Borough.

2.9 The Issues

The issues identified in the Review were:

- how to address fears of personal safety,
- how to address inappropriate behaviour by park users,
- the need to generate income to address the emerging budget gap;
- the lack of enforcement of lease conditions,
- the need for a coordinated approach to managing the park.

2.10 List of the proposals for changing the management of Vivary Park

The proposals recommended from the Review were:-

- The appointment of a new site manager;
- The setting up of a Trading account;
- Phasing out of car parking refunds to two clubs in the park;
- Releasing time for gardeners to interact with the public;
- Changes to vehicle access to the park;
- New and improved facilities for park users (toilets, mini golf, changing for golfers, café, play areas, young people's kickabout area);
- More extensive events programme and better control of third parties hiring the park;
- New car parking spaces in Fons George;
- Introduction of pay and display on Ash Meadows;
- Reduction of the use of Wilton Lands for car parking and the introduction of a charge for doing so;
- Withdrawal of free parking passes for volunteers and staff at the two clubs

2.11 Health and Leisure Review Panel (HLRP)

HLRP has monitored the Review as it progressed . In July 2004 the Panel considered the initial proposals arising from the Review and approved further work to refine and cost them including consultation with those stakeholders most affected.

HLRP considered the refined and costed proposals at its the meeting on 17th February 2005 and resolved that-

- (1) it be recommended to the Executive that the phased implementation of the proposals for Vivary Park, as set out in the report from New Horizons Consultancy, be agreed; and
- (2) before authorising the commencement of the proposals which would have financial implications for stakeholders, the Executive be urged to consider a complete re-examination of the parking proposals in conjunction with the golf and bowling clubs and the Review Panel. Solutions, which might emerge, should seek to minimise the additional burden on the clubs to prevent any serious repercussions on the viability of the excellent service they currently provided.

Following extensive consultation with the stakeholders affected by the proposals to change the car parking arrangements and the withdrawal of the refund system, the Panel debated the issues again at it September 2005 meeting. The full report and minute is available on the website.

The Panel resolved that the Executive be recommended to:-

- (1) support the redesignation of the Fons George Car Park as a ‘Shopper 2’ car park and that from 1 April 2006 refunds to members of the Bowls Club and staff/volunteer free parking passes be withdrawn;
- (2) refunds (for parking periods of six hours) for users of the golf course (and free car park passes for Golf Club staff/volunteers) be withdrawn on a phased basis as outlined in the report;
- (3) from 1 April 2006 parking regulations be extended to cover the area of Wilton Lands when used on an occasional basis for parking; and
- (4) the Executive Councillor is requested to closely monitor the affect of these proposals on the Bowling and Golf Clubs.

3. THE WAY FORWARD

The proposals listed in paragraph 2.9 are presented below for the Executive to consider. Each of the proposals is outlined along with an indication of its impact on service delivery, its financial consequences and monitoring arrangements.

3.1 THE SETTING UP OF A TRADING ACCOUNT

3.1.1 Impact

It is proposed that the draft budget for Vivary Park attached as Appendix 1, should become a Trading Account. This will enable the impact of the proposals to be monitored and any over or underestimates to be off-set to reach a “bottom line” cost to the Council.

Income generated from the proposals outlined is based on informed estimates, but is not guaranteed. However, it has been developed with the Financial Services Manager who considers that it is reasonable.

By setting up a trading account the Council will be able to employ a site manager, make a contribution to the ongoing improvements to the fabric and facilities of the park and to reducing the cost of the service to the Council Tax payer.

After the first year of operation, it will be possible to be more accurate about future income levels.

If the proposals deliver the income and savings to the predicted level, this will release resources from the general Parks Management budget, which could fund service improvements such as on-site staff to manage other key parks or groups of parks within existing budgets.

3.1.2 Finance:

After the implementation of all the proposals in this report, there is a net reduction in the cost of managing Vivary Park from £128,290 to £122,240 in year 1. This represents a cushion against the net effect of the estimates of income and expenditure. It is thus considered an acceptable risk to recommend the implementation of the proposals to Members.

3.1.3 Monitoring

The trading account budget will be monitored on a quarterly basis to identify any lines, which are not performing as expected, and to assess the overall position.

By Year 5 the expected reduction is £47,000, but this prediction will be reassessed after the first year of operation.

3.2 THE APPOINTMENT OF A NEW SITE MANAGER

The creation of a site-based manager's post is crucial to addressing the management issues that have arisen during the review of current management arrangements and the consultations with stakeholders, and also to the achievement of several of the proposals in this report. He/she will also coordinate the implementation of the Management Action Plan for Vivary Park approved in February 2004

It is intended that the post holder's hours of work would mirror those of the two site gardeners i.e. weekends and late afternoon/early evening. Some unskilled grounds maintenance duties will be undertaken releasing the professional gardeners time. The duties of the post could cover:

Duty	Partners	Outcome
External agency liaison	Police and PCSO's	To encourage greater police involvement
Tenant liaison	(Taunton Deane Cricket Club, Taunton Bowls Club, Vivary Golf Club, Tone Leisure Ltd)	To discuss issues and lease conditions and resolve disputes
Internal liaison with service managers of services provided in the park	DLO cleansing and grounds maintenance, Environmental Health Officers, dog wardens, TDBC building maintenance, leisure development, community leisure, health and safety,	To ensure coordination and control of work activities in the park
Stakeholder liaison	Friends of Vivary Park, Wilton and Sherford Residents Association, Town Centre Company and local residents, Ward Councillors	To discuss any issue stakeholders have an interest in
Public liaison	General park users, schools, clubs etc	To provide information and to encourage appropriate behaviour in the park
Activity organisation	Sports clubs and coaches, youth Service, Blue Badge Walk Guides, Environmental Groups, Artists, DLO gardeners etc	To organise a wide programme of low-cost activity in the park

Liaison with park hirers	Concert and Event Organisers	To ensure compliance with permit conditions and link with DLO for additional services needed
Seasonal, unskilled gardening duties not using machinery or chemical, some litter collections and occasional locking up of the park,	Deane DLO Supervisor and Gardeners	To undertake extra maintenance work as appropriate, time permitting, to ensure the highest standards
Income generation via sponsorship and funding applications	Leisure Development Team, Commercial Companies etc	To generate income for park improvements and events
Management Plan	Parks Operations, Leisure Development	To be on the management team for the park

3.2.2 Impact:

- to reduce antisocial behaviour and vandalism – some councils have reported reductions in spend on vandalism of 90%
- to resolve issues by being the main point of contact for decisions about the park,
- to attract more people into the park
- to generate income

3.2.3 Finance

Accommodation will be provided initially in the old golf kiosk which is to be converted partly into a golfers changing room and partly into a site manager's office as part of the project to build the new chalet on the putting green (see paragraph 3.10). The post will be funded from the additional income generated both by the car parking changes outlined below and the post holder's own activities implementing the proposals below.

3.2.4 Monitoring:

- reduced number of incidents of vandalism
- income from activities of £1500 in 2006/7
- income from sponsorship and fundraising £1000 in 2006/7
- time taken to respond to issues reduced

3.3 **PHASING OUT OF CAR PARKING REFUNDS TO TWO CLUBS IN THE PARK**

- ### 3.3.1
- There has been extensive consultation with the golf and bowls clubs on this proposal and discussions with Tone Leisure which operates the golf course.

The final proposition set out in the resolution of HLRP September 2005 meeting is the result of efforts to minimise the impact on the golfers and bowlers. The full report explaining the issues and conclusions is available to any Member who does not already have a copy.

3.3.2 Impact and Monitoring:

The impact on the Bowls Club will be assessed by comparing membership numbers with those in previous years. Membership numbers have been generally static recently after a period of slight decline.

The impact on the Golf Club will be assessed by comparing membership numbers with those of previous years. The recent trend has been for static membership numbers.

The impact on Tone Leisure will be assessed by comparing Season Ticket and Green Fee usage with the usage in 2005/6 and considering this in the context both national trends in golf and of trends in usage at Vivary Golf Course from previous years. Account will also be taken of the other factors influencing usage and of the entire business operation of Tone Leisure.

3.3.3 Finance:

The financial impact is difficult to predict as it based on the behaviour of the car park users. The last full year of figures available is 2004/5.

Bowls

In 2005/6 the refund to the Bowlers is budgeted to be £15,510. The entire Bowling refund will be a saving in 2006/7 as the refunds to this group are to be removed entirely from April 2006. However, the charge band paid for by bowlers is likely to drop from the currently compulsory 5 hours at £2.50 to the newly available 3 hours currently charged at £1.20 resulting in a loss of income of £1.30 per ticket estimated to be £10,080. The net saving on bowlers' usage of the car park is therefore £5,430.

Golf

In 2005/6 the refund budget for golfers is £30,000. The phasing out of the golfers refund over four years will create an estimated saving of £7,500 in 2006/7 with an estimated additional £7,500 in each of the next 3 years.

3.4 **NEW CAR PARKING SPACES IN FONS GEORGE**

3.4.1 It is estimated that it is possible to create an extra 31 spaces in Fons George car park by removing the fir trees, demolishing the redundant toilet block and reconfiguring the site. However, the potential for a future use of the redundant toilet block (replaced by the new public toilets in the Chalet) will be considered as it is a structurally sound building. If it is retained, fewer spaces could be created.

3.4.2

Impact:

Greater income generated from car park fees, less need for the clubs to request the use of Wilton Lands for parking,

3.4.3 Finance:
The cost of the additional 31 spaces is estimated at £30,000, but may be less if the toilet block is retained. It is not proposed to put forward an “invest to save” bid for this development until the impact of the changes to the charging and withdrawal of refunds has been assessed. **The impact of this has not been included in the draft budget**, but if the “loan” is paid back over 3 years the net income would be £8,000pa for 3 years rising to £18,000pa thereafter. The net cost of Vivary Park would therefore be £114,240 in 2006/7 (instead of £122,240) dropping to £63,158 in 2010/11 (instead of £81,158)

3.4.4 Monitoring:
The usage of the car park will be monitored to assess whether additional spaces will be financially beneficial.

3.5 INTRODUCTION OF PAY AND DISPLAY ON ASH MEADOWS

3.5.1 It is estimated that up to 42 spaces could be marked out along Ash Meadows Lane. There is already up to 2 hours’ free parking here, but it is proposed to bring this into a Shopper 2 category “pay and display” parking area. Two payment machines are needed, a turning bay, bay-marking and signage.

3.5.2 Impact and Monitoring:
Additional income estimated at £25,000 may be generated. Usage will be monitored to determine actual usage

3.5.3 Finance:
The cost of this work will be around £10,250, but the potential income is estimated at £25,000 per annum. As the works do not increase the asset value of the land concerned, the outlay for this proposal will be funded from revenue budgets. There is no money available in 2005/6 budgets for the work so it will be delayed until April 2006 and the charging delayed until the work is complete.

3.6 REDUCTION OF THE USE OF WILTON LANDS FOR CAR PARKING AND THE INTRODUCTION OF A CHARGE

3.6.1 There has long been complaint from local residents about allowing the use of Wilton Lands for parking. The Council has taken steps to tighten up the arrangements, but has acknowledged that there are some occasions when this may be unavoidable if the bowls and golf clubs are to hold significant events. Following consultation with the Bowls and Golf clubs, it is estimated that there are 8 such occasions per year.

3.6.2 Impact:
There will be fewer occasions when the public does not have unhindered use of Wilton Lands due to car parking and vehicle movements.

3.6.3 Finances:

There will be a small amount of additional income from charging for parking on Wilton Lands. The hiring charge is to be negotiated with the clubs, but is likely to be based on the cost of 6 hours parking for 40 cars and permitted for a few exceptional events per year to a max of eight.

3.6.4 Monitoring: when the charge has been agreed, the clubs will be issued a licence setting out the rules and liabilities for the use of the site. The site manager will ensure compliance and monitor how the car parking arrangements work in practice.

3.7 **WITHDRAWAL OF FREE PARKING PASSES FOR VOLUNTEERS AND STAFF AT THE TWO CLUBS**

3.7.1 These are to be phased out for the Golf Club over 4 years and removed entirely in April 2006 for the Bowls Club. The financial impact is difficult to assess as the current pass holders may make other parking arrangements.

3.8 **RELEASING TIME FOR GARDENERS TO INTERACT WITH THE PUBLIC**

3.8.1 Whilst there are 2 staff working in Vivary Park, they are fully engaged in grounds maintenance work. However, a study of the working arrangements identified some opportunities for efficiencies which could release time for the gardeners to interact with the public.

3.8.2 Impact:

The amount of time the gardeners spend picking up litter has already been increased at weekends by introducing two litter picks each day instead of one. The timing of the second session at 2pm ensures that there is a staff presence in the park at the busiest time of the day.

In the last year both Vivary Gardeners at Vivary Park have attended a customer care course and they have also had training on how to deal with "difficult customers". The head gardener" has developed closer links with the police and there has been a greater police/CPSO presence in the park during the summer.

3.8.3 Finance and Monitoring :

It may be possible to reduce the cost of the additional litter picks by sharing this between the existing and new staff resources, but this will need evaluating.

3.9 **CHANGES TO VEHICLE ACCESS TO THE PARK**

3.9.1 In order to remove the need for refuse lorries to enter and reverse along the Wilton Lands footpath to get to the Golf and Bowls clubs, a refuse enclosure is to be provided in Fons George car park. Reversing vehicles are a priority issue

for the Health and Safety Executive and the council has a duty to assess vehicle and pedestrian segregation.

Other unauthorised vehicles will be prevented from entering the park by the use of bollards to which the site manager and gardeners will have keys. Bollards have already been placed in the gateway from Ash Meadows Lane.

There is no provision for disabled parking in the car park and this will be addressed. Spaces for use by people with disabilities will be marked out which it is estimated could reduce income from the car park at times of peak use.

3.9.2 Impact:

Fewer intrusive vehicles, removal of risk of injury from reversing vehicles.

3.9.3 Finance:

The cost of providing a refuse enclosure is estimated at £1,000 to be funded from the revenue maintenance budget. The cost of renewing the white lining in the car park and creating disabled bays is estimated at £2,000 also funded from the revenue budget. There will be a loss of income from the disabled spaces which are not charged - if the car park were fully used at all times the loss would be up to £7,000 pa but it is anticipated that the losses will only be incurred at times of peak use and thus the sum will be much less than this.

3.9.4 Monitoring

The site manager and gardeners will ensure that no unauthorised vehicles enter the park, and the refuse enclosure is used appropriately.

3.10 **NEW AND IMPROVED FACILITIES FOR PARK USERS**

3.10.1 There is a range of proposals to improve the facilities in the park, one of which is already completed: A development master plan is being commissioned for public consultation to ensure the future improvements all fit together. (play and youth facilities on Wilton Lands, changes to the Fons George car park and ideas for improving the usability and access to the lake by model boat enthusiasts.)

- The Mini golf circuit is now in operation and proving the success for Tone Leisure that was predicted.
- Construction of the Chalet is under way and will open by Spring of 2006. It will provide new public toilets, a café/food sales area and sales of golf and mini golf tickets.
- New changing accommodation for golfers will be housed in the existing kiosk
- The provision of an area for young people is being considered on Wilton Lands along with improvements to or replacement of the play areas, work to the tennis courts to renew the fencing and to convert one into a ball games area.
- Demolition or conversion of the redundant toilet building on Fons George car park

- Minor improvements to the fabric of the park possibly including new fencing to the mini golf area, new signage and commissioning the outstanding quarter circle benches for the War Memorial Garden

3.10.2 Impact:

The new activity facilities and Chalet will create a focus on Wilton Lands for families. The public toilets will be easier to manage than standalone toilets, and the café has long been a facility that the public has asked for. New facilities for young people will provide a more appropriate and attractive area for them to use as an alternative to the historic areas at the heart of Vivary Park.

3.10.3 Finance:

- the mini golf was financed by Tone Leisure and all the income will go to the Trust.
- The Chalet and changing accommodation is being funded by the insurance payment resulting from the destruction by fire of the old pavilion on the golf course and supplemented by part of the capital receipt from the sale of underused public conveniences. The building will be leased to Tone Leisure who will retain the income and the expenditure liabilities.
- The play and youth area provision on Wilton Lands will be funded by Section 106 contributions from local developments
- Play area improvements to the Vivary play area would be funded from future Section 106 contributions
- Tennis court repairs (£12,000), Wilton Lands fencing (£9,000) and signage (£3,000) will be funded from the revenue budget at an estimated cost of £24,000 spread over several years
- Conversion of the redundant toilet block cannot be costed until a decision on its future is taken
- The conversion of a tennis court into a Multi Use Games Area will cost approximately £25,000 and would be a capital cost funded from future Section 106 contributions
- The quarter circle benches will be a capital item that remains an aspiration unless a S106 contribution perhaps from a development for elderly people or a grant application is forthcoming

3.11 **MORE EXTENSIVE EVENTS AND ACTIVITIES PROGRAMME**

3.11.1 There is scope with an on-site manager, to cope with more events in Vivary Park as it will release existing staff time spent ensuring that the events are run to the Council's standard conditions. It is anticipated that the park could sustain around 6 major events a year complimented by an activity or community event programme. The following events could form a core programme:

- Circus
- Proms / pop/jazz concerts
- flower show,
- theatre company,
- trade exhibition,
- dog show

- May Fair
Most of these events will be provided by third parties who hire the park and pay a hire fee.

A programme of activities could also be arranged by the site manager generating a small income, including for instance:

- special interest walks (trees, birds, history etc)
- health walks from the park,
- sports (orienteering, basketball, five a side football, tennis, running etc)
- fun days,
- gardening club (at nursery), etc.
- school visits to the park

3.11.2 Impact

The more events and activities there are and the more a park is used the better the informal surveillance. The new site manager is crucial to delivering this programme and to ensuring a balance between the public and corporate desire for events and the need to maintain the peaceful ambience of the park.

3.11.3 Finance:

The estimated income from events run on a hiring basis is £12,000 in 2006/7 rising by £3000 in each of the following two years.

The estimated income from organised activities is £1500 in 2006/7 rising by £500 in each subsequent year.

- 3.12 A new permit and hiring conditions document is currently being considered by the Legal Department at Taunton Deane. Essentially it identifies the land to be hired and places all liabilities relating to the event to the hirer. Each hirer will have one point of contact with the Council, the park manager, who will engage with colleagues to resolve issues and ensure compliance with the permit conditions. A damage deposit will always be taken which is returned if no damage is caused and used in part or in whole if damage occurs.

- 3.12.2 Impact: This permit will reduce the staff work load as it sets out clearly the conditions of hiring for both parties and reduces disputes. It will also enable the Council to deal efficiently with major event organisers making the park more attractive as a venue.

3.12.3 Finance

Nil

4. **RECOMMENDATIONS**

Members of the Executive are recommended to approve the implementation of the following proposals from 1st April 2006:

1. The setting up of a Trading account;
2. The appointment of a new site manager;
3. The designation of the Fons George Car Park as a 'Shopper 2' car park

4. Vivary golf Course users only to be able to claim a refund on 6 hour car park tickets
5. The withdrawal on a 4 year phased basis of refunds to Vivary Golf Course users
6. The withdrawal on a 4 year phased basis of free car park passes for Golf Club staff/volunteers
7. Immediate withdrawal of the refunds to users of the Bowls Club;
8. Immediate withdrawal of the free car park passes for Bowls Club staff/volunteers;
9. The Extension of parking regulations to cover the area of Wilton Lands
10. The reduced use of Wilton Lands for parking by the two clubs to a maximum of 8 occasions a year and the introduction of a charge.
11. Efforts to reconfigure Grounds Maintenance Schedules to release time for gardeners to interact with the public;
12. Changes to vehicle access to the park;
13. New and improved facilities for park users (toilets, mini golf, changing for golfers, café, play areas, young people's kickabout area);
14. A more extensive events and activities programme and better control of third parties hiring the park;
15. The provision of additional car parking spaces in Fons George;
16. The introduction of pay and display on Ash Meadows;
17. The monitoring of the success of the proposals by the Health and Leisure Review Panel

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LEISURE, ARTS AND CULTURE

Vivary Park Trading Account Summary - Incorporating Various Changes

Actual 2003/04	Resp. Officer	Sub Code	Description	Forward Estimate 2005/06	Changes to 2005/06	Forward Estimate 2006/07	Changes to 2006/07	Forward Estimate 2007/08	Changes to 2007/08	Forward Estimate 2008/09	Changes to 2008/09	Forward Estimate 2009/10	Changes to 2009/10	Forward Estimate 2010/11	Changes to 2010/11	Forward Estimate 2011/12	Changes to 2011/12	Forward Estimate 2012/13	Changes to 2012/13	Forward Estimate 2013/14	Changes to 2013/14	Forward Estimate 2014/15	Changes to 2014/15	Forward Estimate 2015/16	Comments
£				£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
0			Total Expenditure	199,250	13,942	213,192	-3,877	209,314	-14,481	194,833	9,869	204,502	-6,676	197,827	4,484	203,311	6,649	208,960	8,818	214,778	6,993	220,771	6,173	226,943	
0			Total Income	70,960	19,992	90,952	10,249	101,200	5,816	107,016	3,470	110,487	3,560	114,046	3,651	117,698	3,746	121,444	3,843	125,287	3,944	129,231	4,047	133,278	
0			Net Expenditure	128,290	-6,050	122,240	-14,126	108,114	-20,287	87,817	6,199	94,016	-10,235	83,781	1,833	85,613	1,903	87,516	1,976	89,491	2,049	91,540	2,126	93,666	

Includes - Manager of park
Refunds phased out
Additional income re:Car Parking & Events

LEISURE, ARTS AND CULTURE

Vivary Park Trading Account Summary - No Changes Incorporated

Actual 2003/04	Resp. Officer	Sub Code	Description	Forward Estimate 2005/06	Changes to 2005/06	Forward Estimate 2006/07	Changes to 2006/07	Forward Estimate 2007/08	Changes to 2007/08	Forward Estimate 2008/09	Changes to 2008/09	Forward Estimate 2009/10	Changes to 2009/10	Forward Estimate 2010/11	Changes to 2010/11	Forward Estimate 2011/12	Changes to 2011/12	Forward Estimate 2012/13	Changes to 2012/13	Forward Estimate 2013/14	Changes to 2013/14	Forward Estimate 2014/15	Changes to 2014/15	Forward Estimate 2015/16	Comments
£				£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
0			Total Expenditure	199,250	6,978	205,228	6,167	211,384	6,342	217,726	6,532	224,258	6,728	230,986	6,930	237,915	7,137	245,052	7,352	252,404	7,572	259,976	7,799	267,775	
0			Total Income	70,960	2,129	73,089	2,193	75,281	2,258	77,540	2,326	79,866	2,396	82,262	2,468	84,730	2,542	87,272	2,618	89,890	2,697	92,587	2,778	95,364	
0			Net Expenditure	128,290	3,849	132,139	3,964	136,103	4,083	140,186	4,206	144,392	4,332	148,723	4,462	153,185	4,596	157,781	4,733	162,514	4,875	167,389	5,022	172,411	

No changes - No park manager
Refunds still being made
No increased income re:Car Parking or Events

TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 7th DECEMBER 2005

REPORT OF THE PRINCIPAL ACCOUNTANT

This matter is the responsibility of Executive Councillor Williams

SAVINGS DELIVERY PLANS 2006/07

1 Executive Summary

1.1 The Heads of Service have, as part of the budget process for 2006/07, produced savings delivery plans which if accepted by the Executive will enable the forecast budget gap (based on a forecast Council Tax increase of 4.5%) to be closed to within £50k. The Review Board considered the savings delivery plans on 24 November and made no formal suggestions for amendments to the delivery plans. The Executive is requested to agree the proposals outlined in the savings delivery plans, and for their inclusion in the draft 2006/07 budget.

2 Introduction

2.1 Following on from the budget meeting held with the Executive on 23 September 2005, the Chief Executive and Directors issued savings targets to each Head of Service. Corporate Management Team has reviewed the detailed savings plans proposed by Heads.

2.2 The Review Board considered the savings delivery plans on 24 November 2005.

3 Medium Term Financial Plan (MTFP) Update

3.1 The estimated budget gap reported to the Review Board on 6 October 2005 was nearly £0.74m. Since then, the Financial Services team have been progressing the detailed budget spreadsheets with Managers. This is the detail behind many of the assumptions in the MTFP, and until this task is completed, the "budget gap" is still very much an estimate.

3.2 The latest predicted budget gap is £0.70m. The main reasons for this decrease of £40k are:-

- a change in MTFP assumptions regarding Customer Services (+£40k);
- additional debt costs mentioned in the "Capital Programme Update 2005/06" report which went to Executive on 16 November 2005 (+£60k);
- a change in MTFP assumptions regarding the loss of car park income due to Silk Mills (-£100k);
- additional rental income following a rent review (-£40k).

3.3 The provisional announcement on the Revenue Support Grant (RSG) is due in late November/early December and this could have a negative or positive impact on the budget position.

3.4 A further update on the budget gap position will be provided in the budget consultation packs issued to all Councillors towards the end of December.

4 Savings Targets & Delivery Plans

4.1 The table below summarises the targets issued and the proposed level of savings identified by Heads. The detailed delivery plans are appended to this report. Each saving has been considered for its “acceptability” in terms of both operational and public perception aspects.

4.2 Summary of Targets and Proposed Savings 2006/07

Actions	General Fund Savings/ Income Targets £000	Heads of Service Proposed Savings £000	Responsible Officer/Comments
Budget Gap	700	700	
Income Generation			
Car Parking Income	-333	-333	JL
(In addition solutions to be worked up to generate an additional £50k for CCTV costs – not in MTFP)	-50 (for CCTV costs)	-50	Nil impact on gap due to increased costs of CCTV scheme
Crematorium Fees Increase	-50	-50	PW (£132k has been achieved through fee increases. However the manager is requesting that £5k is reinvested in the service to fund grounds maintenance & other costs to improve the aesthetics of the crematorium. In addition £77k would be set aside each year to fund Mercury Abatement Works. The new cremation fee would now be £459)
Other fees and charges to be increased by 10%	-23	-9	PC (Following discussions with officers a 10% increase in all fees is unrealistic)
Deane Helpline/Building Control Reserve – total of £50k to be taken from the	-50	-50	TN/MW (£20k from the Building Control Reserve, £30k from

annual surplus on each trading account to support the GF budget			Deane Helpline)
Cross Cutting Savings			
Corporate Procurement savings	-50	-7	BC (Appendix A) The recent spend analysis commissioned by the Council is being reviewed as a matter of urgency to identify any further potential savings through procurement. One example might be more efficient procurement of hotel and travel costs on behalf of the authority. Independent of the ISiS project, discussions are planned with the County Council to explore joining up certain procurement activities to yield efficiency savings for both authorities.
Centralisation of Training Savings	-10	-10	KT (Appendix B)
Centralisation of Furniture and Equipment savings	-5	-5	PJ
Other Savings Targets			
Head of Corporate Services	-60	-60	KT (Appendix B)
Head of Environment	-60	-70	PW (Appendix C, an element of this Delivery Plan has staffing implications which must be discussed as an exempt item.)
Head of Development	-30	-30	TN (Appendix D)
Head of Policy & Performance	-10	-10	BC (Appendix E)
Head of Housing	-10	-10	MW (Appendix F)
CE/Directors	-6	-6	PJ/Directors (Appendix G)
Remaining Gap	3	50	

4.3 As mentioned earlier the Review Board considered the delivery plans at their last meeting, and made no formal suggestions for amendments to the delivery plans. However comments were made about the following items:

- The impact of the reduction to the HMO budget (appendix F),
- Concern over reductions to budgets serving rural areas (appendix D)
- The impact of the reduction to the bus shelters budget (appendix D)

There were also some comments about the savings detailed in the exempt appendix C and these are shown in the exempt item of this report.

5 Conclusion

5.1 The Authority must ensure that it is able to delivery a sustainable budget which does not rely on the use of reserves to fund ongoing expenditure. The Savings Delivery Plans go a long way to closing the gap and Officers are considering what further actions could be used to close the reported gap of £50k. The level of the 2006/07 Revenue Support Grant will also be crucial to this.

6 Recommendation

6.1 The Executive are requested:-

- (a) To note the updated budget gap for 2006/07, and
- (b) To agree the proposals outlined in the savings delivery plans, and for their inclusion in the draft 2006/07 budget.

Background Papers

Review Board 6 October 2005, General Fund Budget Setting 2006/07

Review Board 24 November 2005, Savings Delivery Plans 2006/07

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DETAILS OF PROJECTED SAVINGS - Procurement

APPENDIX A

Ref	DESCRIPTION OF SAVING	VALUE OF SAVING			DIFFICULTY CATEGORY		BRIEF COMMENT & EXPLANATION
		06/07 £	07/08 £	08/09 £	Operational	Public	
					ACCEPTABILITY		
					Easier (1) to harder (3)		
A: INCOME GROWTH							
A1	Increase external supplies to SCC schools	5,000			1	1	
A2							
A3							
A4							
A5							
Subtotal group A		5,000	0	0			
B: PRICE INCREASES							
B1							
B2							
B3							
B4							
B5							
Subtotal group B		0	0	0			
C: EFFICIENCY SAVINGS							
C1	Reduction in spend on Furniture via Corporate contract	2,000			1	1	
C2							
C3							
C4							
C5							
Subtotal group C		2,000	0	0			
D: FRONT-LINE SERVICE CUTS							
D1							
D2							
D3							
D4							
D5							
Subtotal group D		0	0	0			

TOTAL with category 1s	7,000	0	0
TOTAL with category 1s and/or 2s	0	0	0
TOTAL with category 3s	0	0	0
Total available	7,000	0	0
Check (should equal zero!)	0	0	0

DETAILS OF PROJECTED SAVINGS - Head of Corporate Services

APPENDIX B

Ref	DESCRIPTION OF SAVING	VALUE OF SAVING			DIFFICULTY CATEGORY		BRIEF COMMENT & EXPLANATION
		06/07 £	07/08 £	08/09 £	Operational	Public	
					ACCEPTABILITY		
					Easier (1) to harder (3)		
A: INCOME GROWTH							
A1							
A2							
A3							
A4							
Subtotal group A		0	0	0			
B: PRICE INCREASES							
B1							
B2							
B3							
B4							
Subtotal group B		0	0	0			
C: EFFICIENCY SAVINGS							
C1	Removal of vacant P/T Payments Officer post from Finance team (R42)	6,000			1	1	
C2	IT reduction in call costs (R98)	6,500			1	1	
C3	Reduction of cabling costs	5,000			1	1	
C4	Reduction in Web site costs as a result of sharing with SCC (R98)	3,000			1	1	
C5	Reduction in electrical work associated with Deane House office moves (R97)	2,000			1	1	
C6	Reduction in hardware maintenance (number of devices being maintained has reduced) (R97)	6,000			1	1	
C7	Customer Services licence fee reduction	12,000			1	1	
C8	Income and Control Manager salary savings (half post) (R64)	12,000			1	1	
C9	Training Budgets Centralised	10,000			2	1	
C10							
Subtotal group C		62,500	0	0			
D: FRONT-LINE SERVICE CUTS							
D1	Stop Digital TV (DiTV) project subscription	7,500			1	1	
D2							
D3							
D4							
Subtotal group D		7,500	0	0			

TOTAL with category 1s	60,000	0	0
TOTAL with category 1s and/or 2s	10,000	0	0
TOTAL with category 3s	0	0	0
Total available	<u>70,000</u>	<u>0</u>	<u>0</u>
Check (should equal zero!)	<u>0</u>	<u>0</u>	<u>0</u>

DETAILS OF PROJECTED SAVINGS - Head of Development

APPENDIX D

Ref	DESCRIPTION OF SAVING	VALUE OF SAVING			DIFFICULTY CATEGORY		BRIEF COMMENT & EXPLANATION
		06/07 £	07/08 £	08/09 £	Operational	Public	
					ACCEPTABILITY		
					Easier (1) to harder (3)		
A: INCOME GROWTH							
A1	Increased income from property valuation	1,000			1	1	Arising from rent reviews
A2	Increased income from Building Control Conference	2,000			1	1	From increased conference attendance fees
A3	Increased advertising income via Tourism	1,000			1	1	Increased fees from advertisements in Accommodation Guide
A4							
Subtotal group A		4,000	0	0			
B: PRICE INCREASES							
B1							
Subtotal group B		0	0	0			
C: EFFICIENCY SAVINGS							
C1	Reduction in printing Community leaflets	2,500			1	1	Modest saving on promoting local attractions
C2	Reduction in contribution to Countryside initiatives	1,200			1	1	As above
C3	Repair/Replacement of street nameplates	1,660			1	1	Slight reduction in number of annual replacements
C4	Replacement of bus shelters	1,000			1	2	May result in some additional delay in replacing some bus shelters
C5	Property management maintenance & repair	1,190			1	1	Compatible with spending in recent years
C6	Retail business grants	9,950			1	1	Take up of shop front grants has declined in recent years as most needy properties have already benefited
C7	Conservation area assessments	1,000			1	1	Budget too small to be effective
C8	Landscaping	1,000			1	1	Reduced contribution toward County schemes
C9	Walks & Trails	1,010			1	1	Reduction in number of leaflets produced
C10	Local Nature Reserve Management	1,000			1	1	Saving in management costs
C11	Biodiversity	1,000			1	1	Modest reduction in promotion of biodiversity
C12	Asset Management - survey	1,000			1	1	Efficiencies in cost of surveys
C13	Building Logbooks	1,000			1	1	Efficiencies in line with Construction Design and Management Regs
C14	Head of Development - Conference expenses	500			1	1	In line with recent spending
C15	Dean Building Design - publications	1,000			1	1	In line with recent spending
Subtotal group C		26,010	0	0			
D: FRONT-LINE SERVICE CUTS							
D1							
Subtotal group D		0	0	0			

TOTAL with category 1s	29,010	0	0
TOTAL with category 1s and/or 2s	1,000	0	0
TOTAL with category 3s	0	0	0
Total available	<u>30,010</u>	<u>0</u>	<u>0</u>
Check (should equal zero!)	<u>0</u>	<u>0</u>	<u>0</u>

DETAILS OF PROJECTED SAVINGS - Head of Policy and Performance

APPENDIX E

Ref	DESCRIPTION OF SAVING	VALUE OF SAVING			DIFFICULTY CATEGORY		BRIEF COMMENT & EXPLANATION
-----	-----------------------	-----------------	--	--	---------------------	--	-----------------------------

06/07	07/08	08/09	ACCEPTABILITY	
£	£	£	Operational	Public
			Easier (1) to harder (3)	

A: INCOME GROWTH

A1						
A2						
A3						
Subtotal group A		0	0	0		

B: PRICE INCREASES

B1						
B2						
B3						
Subtotal group B		0	0	0		

C: EFFICIENCY SAVINGS

C1						
C2						
C3						
Subtotal group C		0	0	0		

D: FRONT-LINE SERVICE CUTS

D1	Revenue budget reduction of £10,000 across policy and performance operational budgets	10,000			2	1	Reduction in the initiatives budgets , e.g. commissioning research, publishing corporate strategies
D2							
D3							
D4							
D5							
Subtotal group D		10,000	0	0			

TOTAL with category 1s	0	0	0
TOTAL with category 1s and/or 2s	10,000	0	0
TOTAL with category 3s	0	0	0
Total available	10,000	0	0
Check (should equal zero!)	0	0	0

DETAILS OF PROJECTED SAVINGS - Head of Housing

APPENDIX F

Ref	DESCRIPTION OF SAVING	VALUE OF SAVING			DIFFICULTY CATEGORY		BRIEF COMMENT & EXPLANATION
		06/07 £	07/08 £	08/09 £	Operational	Public	
					ACCEPTABILITY		
					Easier (1) to harder (3)		
A: INCOME GROWTH							
A1							
A2							
A3							
A4							
Subtotal group A		0	0	0			
B: PRICE INCREASES							
B1							
B2							
B3							
B4							
Subtotal group B		0	0	0			
C: EFFICIENCY SAVINGS							
C1							
C2							
C3							
C4							
Subtotal group C		0	0	0			
D: FRONT-LINE SERVICE CUTS							
D1	Decrease HMO Consultants(H03S652)	10,000			3	1	This will reduce the budget to £5,480
D2							
D3							
D4							
D5							
Subtotal group D		10,000	0	0			

TOTAL with category 1s	0	0	0
TOTAL with category 1s and/or 2s	0	0	0
TOTAL with category 3s	10,000	0	0
Total available	10,000	0	0
Check (should equal zero!)	0	0	0

DETAILS OF PROJECTED SAVINGS - CE/Directors

APPENDIX G

Ref	DESCRIPTION OF SAVING	VALUE OF SAVING			DIFFICULTY CATEGORY		BRIEF COMMENT & EXPLANATION
		06/07 £	07/08 £	08/09 £	Operational Easier (1) to harder (3)	Public Easier (1) to harder (3)	
A: INCOME GROWTH							
A1							
A2							
A3							
Subtotal group A		0	0	0			
B: PRICE INCREASES							
B1							
B2							
B3							
Subtotal group B		0	0	0			
C: EFFICIENCY SAVINGS							
C1							
C2							
C3							
Subtotal group C		0	0	0			
D: FRONT-LINE SERVICE CUTS							
D1	Reduction in hours for CEO PA (to 4 days). Already actioned in 2005/06. (P11)	4,600	0	0	1	1	
D2	Reduction in Consultants budget (R40)	1,400	0	0	1	1	
D3							
D4							
D5							
Subtotal group D		6,000	0	0			

TOTAL with category 1s	6,000	0	0
TOTAL with category 1s and/or 2s	0	0	0
TOTAL with category 3s	0	0	0
Total available	<u>6,000</u>	<u>0</u>	<u>0</u>
Check (should equal zero!)	<u>0</u>	<u>0</u>	<u>0</u>

TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE

7th December 2005

LITTER CONTROL IN TAUNTON DEANE.

(This matter is the responsibility of Executive Councillor Edwards)

REPORT OF CHIEF ENVIRONMENTAL HEALTH OFFICER (James Barrah)

1. PURPOSE

- 1.1 The purpose of this report is to consider the legislative powers that are now available to allow local authorities to deal with litter, and to advise on progress with the partnership between Taunton Deane Borough Council and Avon and Somerset Police on the use of Fixed Penalty Notices for the offence of dropping litter.

2. EXECUTIVE SUMMARY

- 2.1 Litter is of increasing public concern and is a key indicator of how people feel about their community. The costs of litter collection and disposal are significant for local authorities and continue to rise. Recent legislative developments have sharpened the powers available for local authorities to deal with those who drop litter. This has culminated locally in a new agreement for Police Community Support Officers to issue Fixed Penalty Notices for persons they witness dropping litter in the Borough. This project along with other issues raised in this report constitutes a fresh initiative to deter persons from littering in the Borough, that will hopefully result in an improved local environment for all.

3. BACKGROUND

- 3.1 Litter is not specifically defined however the Courts have considered the definition to be wide. It is most commonly assumed to include materials, often associated with smoking, eating and drinking, that are improperly discarded and left by members of the public. Litter now also specifically includes cigarette ends and other smoking related materials and chewing gum.
- 3.2 Research in 2003 stated that it costs taxpayers in England and Wales £450 million a year to keep the streets clean, whereas in 1963 the figure stood at just £13 million. Over 30 million tonnes of litter are collected from our streets every year and 1.3 million bits of litter are dropped on our roads every weekend. The amount of fast food litter on our streets rose by 12% in 2003.
- 3.3 It is now firmly established that there is a clear link between the cleanliness of the environment, anti-social behaviour and crime and disorder. The Clean Neighbourhoods and Environment Act 2005 has extended the powers available to Local Authorities to deal with litter, previously contained in Part IV of The Environmental Protection Act 1990.
- 3.4 Taunton Deane Borough Council is seeking to tackle the issue of littering in the Borough by utilising these new powers. It is apparent that there is insufficient resources to patrol the Borough and take enforcement action for litter within the Waste Services Team, particularly at this time when the Sort It Recycling campaign is fully underway, or indeed within Environmental Health. As a result, other options were considered and it was agreed to

investigate the possibility of Police Community Support Officers being empowered to take enforcement action, by issuing fixed penalty notices. This option has now been agreed in principle by Avon and Somerset Constabulary, and this report now seeks to address some of the policy issues that arise from this activity.

4. FIXED PENALTY NOTICES FOR DROPPING LITTER.

- 4.1 Section 87 of the Environmental Protection Act 1990 (EPA 1990), as amended, makes it an offence to “drop litter”. This offence now applies to all places that are open to the air, including private land and land covered by water. Failure to comply with this requirement is a criminal offence. The Local Authority, (as the Principal Litter Authority), can either prosecute the offender in the Magistrates Court, or issue Fixed Penalty Notices (FPN’s) requiring payment of a fine within 14 days. To date the Council has not adopted these powers and therefore has not issued any FPN’s for litter.
- 4.2 The Dog Warden Service within Environmental Health has in the past issued FPN’s for dog fouling. This was found to be a successful approach both in terms of improved environmental standards and heightened awareness amongst dog owners of their responsibilities. Therefore there is some familiarity with the legislation covering the issue of FPN’s and the procedural requirements. The proposed partnership with Avon and Somerset Constabulary will include PCSO’s having the power to issue FPN’s for dog fouling as well as litter.
- 4.3 The Clean Neighbourhoods and Environment Act 2005 (CNEA 2005) received Royal Assent on 7th April 2005. It amends some of the litter provisions of the EPA 1990.

The main changes are:

- Under the original 1990 legislation it referred only to an “officer” of a Principal Litter Authority, i.e. the District Council. Such authorities can now enter into arrangements so as to enable ‘any person’ to give such notices.
- A Principal Litter Authority may specify the level of fixed penalty that will apply in its area. If the local authority chooses not to set its own level, a standard default amount of £75 applies.
- A Principal Litter Authority may offer a discount for early payment of a fixed penalty.
- An authorised officer can require the name and address of a person on whom he proposes to serve a fixed penalty notice. It is an offence to fail to provide these details, or to give a false or inaccurate name or address.

5 OTHER LITTER RELATED POWERS.

- 5.1 The Environmental Protection Act 1990 as amended by the Clean Neighbourhoods and Environment Act 2005, provides a range of additional powers to deal with litter. These powers specifically relate to areas where there is a particular problem with litter often resulting or associated with a specific premises or site. Taunton Deane Borough Council may wish to use some of these powers at some point in the future however they are not considered as part of the partnership project with Avon and Somerset Police.
- 5.2 These powers are summarised below, and consent is requested for officers to use these powers in the future and if appropriate to do so, and where applicable following the commencement of these powers in April 2006.

- **Litter Abatement Notices.** Section 92 of the EPA 1990 enables local authorities to take action where a specified duty body is failing to keep its relevant land clear of litter or refuse. A duty body is one of a range of specified organisations as described below, that have a statutory duty to keep land that they are responsible for free of litter and refuse. The power to issue a Litter Abatement Notice may be used where any relevant Crown land or land of a designated statutory undertaker, or educational institution is defaced by litter or refuse, or the defacement is likely to recur.
- **Litter Clearing Notices.** Section 20 of the CNEA 2005 introduces sections 92A-92C to the EPA 1990, providing for Litter Clearing Notices, these replace the previous provision of Litter Control Areas. Litter Clearing Notices enable local authorities to require the occupier of land which is defaced by litter or refuse to clear up and where appropriate take steps to prevent it from becoming heavily littered again for example by securing the land or the provision of litter bins.
- **Street Litter Control Notices.** Sections 93 and 94 of the EPA 1990, as amended by CNEA 2005, give local authorities the power to tackle street litter generated from premises. This power is generally intended to address food and drink packaging and other litter caused by “eating on the go”, and other localised litter problems such as litter from cash points or lottery ticket sales. Street Litter Control Notices require businesses to clear up litter and take steps to ensure the street does not become defaced again. This power can now also be used where mobile operations such as burger vans cause a problem.
- **Distribution of Free Literature.** Problems can be encountered by the distribution of leaflets and the like, which are often subsequently dropped as litter. Section 94B and Schedule 3A of the EPA 1990 as inserted by the CNEA 2005, gives local authorities the power to control such distribution. The regime allows areas to be designated by order where the free distribution of literature is only permitted with the local authority’s consent.

6. PROGRESS ON THE PROPOSED PARTNERSHIP.

- 6.1 There are currently 14 PCSO’s operating in the Borough of Taunton Deane and they currently have the power to issue FPN’s for offences other than litter and dog fouling. Three PCSO’s are currently attached to the Town Centre Team.
- 6.2 The Police use two agencies to register FPN’s issued by police officers and to accept payments. These are the Fixed Penalty Office (FPO), based in Taunton and the Central Ticket Office (CTO), based in Bristol. Earlier this year several meetings took place to discuss the partnership scheme. At the meetings were representatives from the following:
- Taunton Deane Borough Council
 - Taunton Police (manage the PCSO’s)
 - The Central Ticket Office
 - The Fixed Penalty Office
- 6.3 The purpose of the meetings was two fold. Firstly, to determine if it was going to be practicable and effective for the PCSO’s to issue FPN’s on the Council’s behalf. Secondly, to determine whether the registration and payment services provided by the Fixed Penalty and Central Ticket Offices could also be used to process FPN’s in the proposed scheme.
- 6.4 As a result of these meetings the Police confirmed that they wished to go ahead with the scheme. It is difficult to judge but the Police anticipate that 20 to 50 FPN’s might be served in the first year. This might be as a result of a particular campaign over a short period of time or as and when they are patrolling.

6.5 It was decided that it was not cost-effective or practical to involve the FPO or the CTO in registering FPN's or accepting payments on behalf of the Council, due to the relatively low numbers of FPN's likely to be issued and the fact that the follow up arrangements for non payment of FPN's that the Police already issue and that which would be required for litter FPN's is different. For many existing Police FPN's if a person fails to pay the fine they will be guilty of an offence, and the Police have the option to Prosecute for this offence. With Litter FPN's the offence arises from the dropping the litter in the first instance, and not for failure to pay the FPN. Therefore if a litter FPN is not paid the Council will have to consider whether to prosecute this individual for the original offence of dropping the litter.

7. ISSUES TO BE CONSIDERED AND RESOLVED BY THE COUNCIL

Note: DEFRA have recently issued draft guidance on the CNEA 2005 and associated matters for consultation, this includes a draft guidance note on the use of FPN's. Where appropriate recommendations have taken account of this draft guidance.

7.1 Litter Control Strategy.

Draft DEFRA guidance urges Local Authorities to consider the use of any specific measures such as FPN's in the context of a wider Litter Control Strategy, developed with key partners, and made available to the public and business. In this way other initiatives can run alongside legal sanctions such as the issue of FPN's.

Examples utilised by other Local Authorities include:-

- The definition of litter now includes chewing gum and cigarette ends, consideration could be given to initiatives that have been used by other LA's such as the provision and distribution of Cigarette "Stubby" bags, or erecting small discs on lamp posts in main thoroughfares that people can stick their used chewing gum on possibly with the picture of a disliked celebrity.
- Some authorities ask members of the public to report the registration number of drivers who they see throwing litter from their vehicles, in order for the LA to pursue the registered keeper with an FPN.
- A local authority employs "Megaphone Man" who dressed in a recognisable outfit and waits in main public areas with a Megaphone. When he sees someone dropping litter he proceeds to publicly embarrass them by bringing the issue to everyone's attention with the megaphone.

It is recommended that TDBC starts to develop a Litter Control Strategy to support and complement the work underway on FPN's. (Recommendation 1)

7.2 Adoption of the relevant litter parts of the EPA 1990 and CNEA 2005.

Part IV of the EPA 1990 concerning litter as amended by the CNEA 2005, contains a range of discretionary powers. These powers include the power to issue fixed penalty notices for the offence of dropping litter. In addition the powers include those other measures that have been summarised in section 4 above. The Council must decide to act under these sections in order to proceed. (Recommendation 2)

7.3 Authorisation of the PCSO's under the EPA 1990 and CNEA 2005.

The Police Reform Act 2002 (Section 38(6) and Schedule 4) already provides powers for PCSO's to issue FPN's for dropping litter.

The Police Reform Act 2002 also allows PCSO's to issue FPN's for dog fouling under the existing Dogs (Fouling of Land) Act 1996. The CNEA 2005 will have the effect of repealing the Dogs

(Fouling of Land) Act 1996 from April 2006 and replacing and updating these provisions with new "Dog Control Orders". The Police Reform Act allows for this change.

It is therefore not necessary for TDBC to specifically authorise the PCSO's.

7.4 Devise and implement a procedure for the issue of an FPN by a PCSO.

A procedure will need to be devised in conjunction with the Police and PCSO's that covers:

- The offence of dropping litter and how to serve an FPN.
- When it is appropriate or not appropriate to issue the FPN.
- How hard copies of the FPN are delivered to Deane House so that payments can be reconciled with the FPN issued.

However prior to the creation of this procedure there is a key issue that will need to be resolved. Notwithstanding any introductory period referred to below, consideration needs to be given to the circumstance where a PCSO witnesses someone dropping litter, prior to issuing a FPN, should the individual be given a warning and as part of this warning be invited to pick up the litter that they have just dropped and dispose of it correctly?

Many authorities have adopted a "zero tolerance" policy in this regard, because it is felt that giving a warning very soon starts to undermine the deterrent factor of FPN's if the public know if they are caught littering, then all they have to do is pick up the litter and they will not be issued with an FPN. It is therefore recommended that a zero tolerance policy be adopted for the issue of FPN's. (Recommendation 3)

7.5 Set up payment mechanism at Deane House.

The procedure will have to be transparent and practicable for the offender wishing to pay the FPN and will have to ensure that payments made are linked to tickets issued. The Revenues Manager has advised that due to the relatively low numbers of FPN's involved, it would be more efficient if payments were accepted via Waste Services / Environmental Health administration. Payments can then be reconciled immediately with hard copies of the FPN's. It is planned to accept payment by post and if possible arrangements will also be made for payments to be made by phone and "on line".

7.6 Devise and implement a procedure for taking prosecution.

Prosecutions may be taken against those offenders who chose not to pay the FPN. The decision as to whether to take a prosecution will be in accordance with the Environmental Health Enforcement Policy and takes into account both the evidence available and whether the prosecution would be in the best interests of the public. In general terms local authorities will need very good reasons not to prosecute an offender that failed to pay an FPN, recent Government guidance confirms that lack of LA resources is not sufficient justification. This position is to ensure that the threat of the legal sanctions remain credible.

Agreement will have to be made with the PCSO's as to the collection of evidence, provision of witness statements and appearance in Court, and training provided where necessary, to ensure that evidence collected at the time that the offence is witnessed is sufficient to support a successful prosecution.

7.7 Audit implications

South West Audit have advised that written procedures will have to be in place to cover issues for example, on controlled stationery (authorised signatory on receipt, authorised release of books of tickets, use of sequential serial numbers, secure storage), reconciliation of payments with tickets issued and cancelled tickets. The procedures to be agreed between the Council and the Police. South West Audit will need to verify the process agreed.

7.8 Setting the level of FPN and use of money generated by payment of FPN's

The CNEA 2005 allows for local authorities to set the level of fine to be used in FPN's, if a figure is not set locally, the prescribed default amount will automatically be £75. DEFRA draft guidance states that the lower and upper limits for setting such penalties are £50 and £80 respectively. It is therefore proposed that the level of fixed penalty for littering in Taunton Deane is agreed as £75. (Recommendation 4)

The CNEA 2005 also provides the opportunity for local authorities to allow an early payment discount for FPN's. DEFRA draft guidance states that where this is provided the lowest discounted rate should be £40. The Council needs to decide if an early payment discount will be offered and if so the amount. It is recommended that an early payment incentive offered for payment of FPN's within 7 days and that the discounted rate will be £40. (Recommendation 5)

In addition the CNEA 2005 allows local authorities to use the receipts from FPN's for their own purposes. The use of any money that is accrued as a result of payment of fines or a prosecution case should be agreed prior to implementation. It is proposed that any net money left following subtraction of TDBC expenses is transferred to street cleansing budgets to further contribute to litter control. (Recommendation 6)

7.9 Publicity

There will be a need to heighten the public's awareness of this arrangement prior to implementation. Therefore it is anticipated to utilise local media coverage prior to a going live date for this scheme. In addition local signage will be required in the main public areas where litter is considered a particular problem to warn potential offenders of the potential implications of dropping litter.

Consideration could be given to a 3 month promotional period at the start of the project where if the PCSO's witness anyone littering, they will give them a warning and invite them to pick up the litter and provide advice on litter, and then after a certain date FPN's will start to be served. (Recommendation 7)

Once FPN's have been issued TDBC and the Police will wish to maximise the positive publicity to be gained from press coverage of issuing the first FPN's and any successful prosecution of offenders.

7.10 Review period and evaluation.

The scheme is likely to run for a period of 12 months initially. The effectiveness will be monitored frequently however a formal review will be necessary. It is recommended that the scheme will be evaluated after 6 months full operation. (Recommendation 8)

The evaluation of the project to determine if the incidence of littering have reduced in the Borough, will be undertaken utilising Best Value Performance Indicator 199. This indicator provides a

prescribed method of collecting information on the level of litter, and is routinely collected across the Borough most frequently in the retail area of Taunton Town Centre. In addition observations from areas such as Vivary Park in the Summer months will assist in forming a view as to whether the introduction of FPN's for litter has had a positive impact on the local environment.

8. RECOMMENDATIONS

It is recommended that the partnership scheme be implemented and in so doing the following issues agreed:-

1. That TDBC develops a Litter Control Strategy to complement the use of enforcement measures such as FPN's.
2. That TDBC agrees to act under Part IV of the Environmental Protection Act 1990 as amended, and when appropriate to utilise the powers identified in Section 4 above.
3. That TDBC adopts a zero tolerance policy for the issue of FPN's following the proposed introductory period.
4. That the level of Fixed Penalty for dropping litter should be set at £75.
5. That TDBC provides an early payment incentive for litter FPN's where a reduced fee of £40 will be payable where payment is made within 7 days.
6. That TDBC will transfer the net money following subtraction of TDBC administrative expenses to the street cleansing service.
7. That TDBC agree a three month introductory period for the issue of FPN's where persons witnessed dropping litter will receive a warning and be invited to pick the litter up, during this period extensive promotional work will be undertaken to make the public aware that after a certain date FPN's will be issued for any person witnessed dropping litter.
8. That TDBC agrees to review the project following 6 months of the start date.

Contact Officer – James Barra, Chief Environmental Health Officer.

TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE COMMITTEE

December 7TH 2005

**SOMERSET WASTE PARTNERSHIP - CONTRACT INTEGRATION
(This matter is the responsibility of Executive Councillor Edwards)**

REPORT OF THE STRATEGIC DIRECTOR (Joy Wishlade)

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval of the draft Vision and Constitution Principles for the Somerset Waste Board.

2. SUMMARY

- 2.1 In January 2005 the Executive agreed to participate in the development of contract integration for waste collection services.

The proposal to integrate contracts was seen as a means of reducing the financial burden of meeting increasingly challenging statutory targets for recycling and waste minimisation.

3. BACKGROUND

- 3.1 In January 2005 the Executive agreed to participate in the development of contract integration for waste collection services. This was an integral part of the Joint Waste Best Value Review Continuous Improvement Plan (CIP) that was adopted by the Council in March 2002.

- 3.2 The proposal to integrate contracts was seen as a means of reducing the financial burden of meeting increasingly challenging statutory targets for recycling and waste minimisation.

- 3.3 In October 2004 the Somerset Waste Partnership appointed Eunomia Research and Consulting (funded by Defra) to work with the six authorities to examine the potential business case for:

- (a) Integrating waste collection contracts across the five District Councils;
- (b) Forming a joint Executive body to govern the delivery of all waste management services (waste collection and disposal) across Somerset (known as the Somerset Waste Board or SWB);
- (c) Forming a joint 'client' operation of officers to manage all waste collection and disposal contracts; and

(d) Pooling all waste management budgets across the six authorities.

3.4 The business case was reported to the SWP on 10 December 2004 when all partners agreed that contract integration offers potential benefits to the partner authorities and it was agreed in principle that it should be progressed.

3.5 By May 2005 all six authorities' Executives had committed in principle to taking these steps and work has progressed since then to deliver the project plan agreed by the SWP's Senior Management Group (Executive Directors for waste services).

3.6 In order to stay on course against the project plan, each Council must now agree the high-level Vision and constitutional principles that will provide the foundation for development of the final SWB constitution.

4. PROJECT TIMETABLE

4.1 The implementation of the SWB is time critical, as several of the Districts have existing contracts for refuse collection and recycling that are due to expire in 2006 and 2007 and must be replaced by the integrated contract arrangements. Taunton Deane has already agreed an extension to the refuse contract that was due to end in April 06 and the recycling contract with ECT ends in October 07. The timetable to implement the Somerset Waste Board is therefore tight and if it cannot be managed within the timescale this will leave the Council open to increased costs. If the proposal for an integrated contract fails TDBC will have to procure a contract individually and it is anticipated this will result in both higher procurement costs and contract costs.

4.2 The joint contracts are due to start on 1st June 2007. In order for this date to be delivered, the following steps will be required of all partner authorities:

(e) Agreement of the SWB Vision and constitutional principles by December 2005;

(f) Agreement of the SWB management structure, service development strategy and budget pooling mechanism by March 2006;

(g) Agreement of the final SWB constitution by June 2006; and

(h) Agreement of the award of refuse collection and recycling contracts by November 2006.

4.3 Work has progressed in each of these areas and reports will be brought forward to Members to enable these key decisions to be made in time to allow their ratification at the scheduled quarterly meetings of the SWP in December 2005 and March and June 2006.

5. SOMERSET WASTE BOARD VISION

5.1 The process of arriving at an agreed vision for the SWB is an important one, as it will provide the foundation on which the rest of the project will develop. It is also important that the partnership is able to present and articulate a description of what it

is trying to achieve, particularly to the staff (both internal and contractors' workforces) and to potential bidders for forthcoming contracts.

- 5.2 The process of developing the SWB Vision began in May 2005 with a series of meetings with the Directors for waste services from all of the partner authorities, facilitated by Eunomia Research and Consulting. This work culminated in a workshop in June at which the Directors agreed a draft vision.
- 5.3 This work was then brought to a workshop of the portfolio holders for waste services from all of the partner authorities, on 22nd July. The portfolio holders were largely in agreement with the Directors and with one another. However, further work was requested in a number of areas. Some of this work was of direct relevance to the Vision and a summary of its conclusions is provided at Appendix B to this report.
- 5.4 Following this further research, a draft SWB Vision has been developed, which can be found at Appendix A to this report.

6. CONSTITUTIONAL PRINCIPLES

- 6.1 The following paragraphs comprise a set of high-level principles for the SWB constitution. The principles will provide a framework within which the detail of the constitution can be developed. Each of the partner authorities will be represented in the further development of the constitution by their Portfolio Holder for waste services, their Executive Director for waste services and by their representative on the SWB Legal Sub-Group.
- 6.2 These principles do not set anything in stone, although Members should note their importance to the ongoing development of the final constitution. Whilst they may be subject to change as the constitution development process matures, any such changes are unlikely to fundamentally change the nature of the partnership outlined below.
- 6.3 The SWB will be an independent entity. In other words, it will be contracting body for waste collection and disposal services and will be able to employ staff in its own right. Only if this proves to be legally impracticable will the partnership opt for a Joint Committee with lead authority model.
- 6.4 The duration of the arrangements indefinite, although provision will be made for the withdrawal of individual partner authorities and for the winding up of the partnership.
- 6.5 The functions that will be discharged by the SWB on behalf of the partner authorities will be those of waste collection and disposal, as defined in Part 2 of the Environmental Protection Act 1990 (and subsequent relevant enactments).
- 6.6 The SWB will be funded primarily through the pooling of the waste management budgets of the partner authorities. This will be done on an equitable basis that takes into account:
 - (a.) Historic waste management budgets;

- (b.) Any need to invest in service development; and
 - (c.) The need to positively incentivise more sustainable waste management practices.
- 6.7 The budget pooling mechanism will also provide for dealing with any increased costs, losses or budget shortfalls, as well as for dealing with surpluses, under-spends and savings.
- 6.8 Any partner authority will be able to leave the SWB arrangement following a notice period of twelve months from the end of the financial year, or sooner by unanimous agreement of the partnership. In such circumstances, any outstanding liabilities would be met by the withdrawing authority, including its share of any contractual commitments to third parties.
- 6.9 The SWB Executive will be made up of twelve members, comprising two elected Council members nominated by each of the six Somerset authorities.
- 6.10 It will have delegated authority to make all decisions regarding waste services across the six authorities, except where:
- (a) A decision would have a significant impact on the financial contribution of partner authorities; or
 - (b) On the service design;
- 6.11 In such cases, decisions of the SWB will only come into force upon ratification by the affected partner authorities.
- 6.12 The ordinary business of the SWB will be agreed by simple majority. The Chair of the SWB will not have a second casting vote. In the event of deadlock, the partners would allow a period of reflection to endeavour to arrive at a decision, following which the matter would be resolved through independent mediation. Failing this, the matter would be referred to binding arbitration. These provisions would not affect decisions referred to in paragraphs 6.10 and 6.11 as requiring ratification by partner authorities.
- 6.13 The work of the SWB will be scrutinised jointly by the partner authorities and will be open and accountable to the public.
- 6.14 Members of the executive will act in the interest of the partnership as a whole and not in the sole interest of their own authority.

7. FINANCIAL IMPLICATIONS

- 7.1 The business case for the implementation of an integrated refuse/recycling contract across Somerset anticipated the reduction of TDBC's costs to be in the region of £100k to £200k per annum. The final level of saving will be dependent on the success of the procurement process and management decisions leading to contract integration.

8. IMPACT ON CORPORATE PRIORITIES

- 8.1 The impact relates to the Environment and Delivery corporate priorities.

9. CONCLUSION

- 9.1 Neither the Vision nor the constitution principles set anything in stone, but they do take a significant step towards the agreement of a final constitution for the SWB. It is important that they are adopted by all of the partner authorities at this stage, to allow the development of the final agreement to take place within a clear framework and to allow the partnership to articulate the project to staff and the outside world.

10. RECOMMENDATIONS

- 10.1 That Members note the content of the report, including progress to date on implementing the Somerset Waste Board and the key project milestones outlined in paragraph 4.2.
- 10.2 That the Executive Committee approves the following recommendations:
- (i) The SWB Vision attached at Appendix A; and
 - (ii) The constitutional principles in paragraphs 6.3 to 6.14 of this report.

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The Somerset Waste Board

A vision for sustainable resource management in Somerset

Resource Management

Somerset has developed a vision for how waste should be managed and resources conserved. Firstly, waste should be prevented from arising in the first place and policies should be avoided that are inconsistent with this aim.

Secondly when waste is produced, it should be reused, recycled or composted. Any residual waste should be treated before disposal so that further value can be recovered and so that the impact of final disposal is minimised.

We have not yet attained this vision, but by working together, the Somerset local authorities are making rapid progress towards it. By 2010, 50% of Somerset's waste will be being recycled. Waste production will be in decline and local communities will be taking responsibility for the waste they produce. The Partnership will be recognised as the leading provider of sustainable waste management services in England.

The SWB Concept

The Somerset Waste Board will bring together the six local authorities in Somerset (five Districts and the County Council) to form a single executive body responsible for all waste services in Somerset. This approach will bring together the responsibilities of the District Councils as waste collection authorities and the County as the waste disposal authority, breaking down the long standing boundary between the two disciplines creating one virtual authority.

The Customer Experience

The aspirations and needs of the customer will be at the heart of the SWB approach. Continuous improvement in service quality and value for money will be obtained by:

- Pooling financial resources to achieve economies of scale;
- Pooling knowledge and experience to deliver best practice; and
- Sharing responsibility whilst providing clear leadership.

The SWB will engage with contractors on behalf of the six authorities to make best possible use of markets. Response to customer need will be streamlined so that, in the event of a problem or service request, the customer will be provided with a satisfactory outcome as quickly and reliably as possible. The SWB organisation will be designed around the needs of the customer for an improving service that offers excellent value for money for the partners and customers.

Partnership Principles

The SWB Executive will be made up of two elected Council members nominated by each of the six Somerset authorities. It will have delegated authority to make all decisions regarding waste services across the six authorities, except where a decision would have a significant impact on the financial contribution of partner authorities or on the service design. In such cases, decisions of the executive will only come into force upon ratification by the affected partner authorities.

The Executive will be empowered to deliver the Somerset Municipal Waste Management Strategy and drive forward the sustainable resource management agenda on behalf of the partner authorities. The work of the SWB will be scrutinised jointly by the partner authorities and will be open and accountable to the public. Members of the executive will act in the interest of the partnership as a whole and not in the sole interest of their own authority.

Customer Contact, Scrutiny and Client Operation Options for the Somerset Waste Board

1.0 Introduction

On the 22nd July 2005, the Portfolio Holders for waste management and their corresponding service Directors from all six Somerset waste authorities met for an all-day workshop to consider the working vision for the Somerset Waste Board (SWB) developed by the Directors at a previous workshop on the 20th June. Whilst the 22nd July workshop produced a significant degree of consensus, a number of Members raised specific questions, issues or concerns relating to five key areas discussed on the day:

1. Options for customer contact arrangements;
2. Options for scrutiny arrangements for the Somerset Waste Board;
3. Options for centralisation of the joint client operation;
4. Options for the Chairmanship of the Somerset Waste Board; and
5. Issues for the SWB relating to the Landfill Allowance Trading Scheme (LATS)

This brief paper aims to address the first three of these by summarising the appraisals of the options that have been undertaken. The options for chairmanship of the SWB will be considered in the light of legal advice and are do not need to be resolved at this stage. LATS will be picked up separately, through work underway on options for budget pooling arrangements.

2.0 Approach

The approach has been to compare the performance of options against criteria and issues raised by officers and Members. Each option has been marked on a scale of 1 to 5 in terms of its performance against each criterion, with 5 being the 'best' and 1 the 'worst'. The different criteria are not weighted and so the relative importance of different criteria (e.g. 'cost' or 'quality') is not taken into account. However, the appraisals do point to a way forward for each issue that is well supported by analysis. The following sections consider the results of the options appraisals for each of the three areas considered.

3.0 Customer Contact Options

Options for customer contact arrangements have both practical and more political implications. It is obviously essential that contract management integrity is maintained, and this is a concern most obviously when decentralised options for customer (and therefore contractor) contact are considered. However, where 'full' centralisation of customer contact is considered, the perception that the service is no longer being delivered by the 'local council' is an understandable concern to Members.

3.1 Option 1 - Retain existing contact centres

All communications from customers are handled by the existing contact centres. Simple queries and service requests are handled by contact centre staff. More complex issues are put through to the SWB. Simple service requests (e.g. non-controversial missed collections) are made directly to the contractor and copied to the SWB client team.

3.2 Option 2 - At SWB staff base (one 'optimised' depot)

All calls are directed to the SWB, either through a series of local numbers or through one dedicated 'waste hotline' number for the whole County. Calls are handled by a centralised SWB contact centre, located at one of the 'optimised' depots.

3.3 Option 3 - At SWB staff base (office location)

As Option 2, but with the contact centre based (along with other SWB client staff) at an office location, which might or might not be sited at one of the partner authority's offices.

3.4 Option 4 - Within an existing Contact Centre

As Option 2, but with the SWB contact centre 'tacked on' to one of the existing contact centres run by the partner authorities.

3.5 Option 5 - Virtual CCC, utilising several existing Centres

As Option 2, but set up as a 'virtual' contact centre, utilising resources in several (or all) of the existing centres. Calls would be diverted to whichever centre had capacity to deal with each call.

3.6 Option 6 - Hybrid - some centralised, some not

A high-level hybrid of Options 1 and 2 to 5, that allows the authorities that either are 'not ready' to or do not want to join a centralised contact centre to retain local customer contact arrangements.

3.7 Customer Contact Conclusions and Recommendations

The results of the appraisal are shown in Figure 1 below. The 'centralised' options all performed significantly better against the criteria than the 'localised' options. In particular, they scored well in terms of integrity of contractor contact, future overhead implications, software development implications and clarity of boundaries between the SWB's responsibilities and those of the member authorities. Of the four centralised options, Option 4 (using an existing contact centre) scored best by virtue of low set-up costs and overheads, although Option 2 (depot-based contact centre) came a close second and scored best on contractor contact and SWB management integrity.

It is recommended that further work is carried out on the details relating all six options and that none are ruled out at this stage. In particular, work is required to review the current use of Northgate across the six authorities and to do more detailed and accurate costings of the options. However, it is recommended that the vision should be based on Options 2 to 5 – in other words, on some form of centralised customer contact. Options 1 and 6 should only be retained as contingency options to provide a fall-back if 2 to 5 prove to be undeliverable, either technically or financially.

Customer Contact, Scrutiny and Client Operation Options for the Somerset Waste Board

Figure 1 - Comparison of Customer Contact Options

Options		Contractor Contact	Ongoing Overheads	Infrastructure Set-up	Software Set-up	Double Handling of Calls	Clarity of Boundaries	Short Term Deliverability	Loss of Control - Partners	Consistency of Message	SWB Management Integrity	Opportunity for Local Number	Total
	1. Retain existing contact centres	1	1	5	1	3	1	3	5	3	1	5	29
Central Contact Centre	2. At SWB staff base (one 'optimised' depot)	5	3	1	4	2	5	3	2	3	5	5	38
	3. At SWB staff base (office location)	4	3	1	4	2	5	3	2	3	5	5	37
	4. Within an existing Contact Centre	3	5	4	5	3	3	4	2	3	3	5	40
	5. Virtual CCC, utilising several existing Centres	2	4	3	3	4	3	2	3	3	2	5	34
	6. Hybrid - some centralised, some not	1	2	2	2	2	1	3	4	1	1	5	24

4.0 Scrutiny Arrangements for the Somerset Waste Board

The precise arrangements for scrutiny will have to be resolved during the development of the legal form and constitution of the SWB, based on legal advice. However, scrutiny arrangements should be considered by the Vision, particularly as they are likely to have significant implications within the partner authorities themselves. It is therefore important at this stage that the Partnership is able to establish the extent to which its vision is for joint or localised scrutiny.

4.1 Option 1 - Joint Scrutiny Panel (2 Members each)

The appointment of a (probably non-statutory) joint scrutiny panel made up of two non-executive members of each partner authority who are also not members of the SWB executive board. This joint panel would be unlikely to be able to legally replace scrutiny within the partner authorities, but would be designed to ensure good communication between the SWB and wider memberships (including oppositions) within the partner authorities and thereby to help to minimise the potential for unnecessary call-in of decisions. The joint panel would have the power to call in decision itself, but local scrutiny would also probably be retained (according to latest legal advice).

4.2 Option 2 - Joint Scrutiny Panel (1 Member each)

As Option 1, but only involving one Member from each partner authority, this approach would be cheaper to run, but arguably less transparent and accountable.

4.3 Option 3 - Local Scrutiny

No joint scrutiny arrangements would be developed. The day-to-day responsibility for scrutinising the SWB would rest with the relevant scrutiny panel or committee within each partner authority.

4.4 Scrutiny Arrangements Conclusions and Recommendations

The options (1 and 2) involving joint scrutiny scored best (see Figure 2 below) by a significant margin. This was because they were more likely to foster good communication and consensus based decision making and although not able to prevent 'local' call-in, should be able to minimise their frequency to the occasions where they genuinely add value to the service and its accountability to Council Tax payers.

More work is required on the legal position regarding joint scrutiny where a statutory Joint Board does not exist. Some recent precedents do exist that may be of use, but none of these (as far as we know at this stage) have been extensively challenged. However, it is clear that even 'informal' joint scrutiny is likely to make the operation of the Board more effective and efficient without compromising local accountability. It is therefore recommended that the Vision include a commitment to pursue joint scrutiny arrangements.

Customer Contact, Scrutiny and Client Operation Options for the Somerset Waste Board

Figure 2 - Comparison of Options for Scrutiny of the SWB

Options	Communication - Partners/SWB	Potential for Unnecessary Call-in	Potential for Inadequate Scrutiny	Ultimate Ability for Partner Call-in	Opportunities for Pre-scrutiny	Efficiency of Scrutiny - Time	Efficiency of Scrutiny - Cost	Total
1. Joint Scrutiny Panel (2 Members each)	5	4	3	5	5	5	3	30
2. Joint Scrutiny Panel (1 Member each)	4	3	2	5	5	4	5	28
3. Local Scrutiny	2	2	4	5	3	2	2	20

5.0 The Extent of Client Centralisation

The extent to which the SWB client operation is 'centralised' is fundamental to the Vision. The extremes are that the partner authorities divest themselves of all waste management staff and they are based at a centralised location, or that the more 'operational' staff, although probably employed by the Board remain located within the partner authorities. The issues raised by Members concern both the need for local ownership and knowledge to be a feature of the joint client and the extent to which loss of local control was desirable.

5.1 Option 1 - SWB Staff Based on Optimised Depots

The SWB staff are based all based at 'optimised' depots. One depot houses a 'head office', with the other key depots housing area based staff who act as liaison officers for the individual authorities and as on-the-ground contract managers and enforcers.

5.2 Option 2 - SWB Staff Based in Central Office

As Option 1, but with the 'head office' element being based in an office – either within an existing member authority office or not, but probably in one of the major Somerset towns.

5.3 Option 3 - SWB Staff Split - Central Office and Partner Authorities

As Option 1, but with all monitoring/enforcement officers (perhaps one per authority) being based within the partner authorities' offices.

5.4 Option 4 - SWB Staff Based Entirely in Partner Authorities

The SWB client team would have a 'virtual' location, with individual staff being spread across the offices of the partner authorities.

5.5 Client Centralisation Conclusions and Recommendations

The options involving SWB centralisation within a head office coupled with depot based area liaison officers (1 and 2) scored best. They scored particularly well against criteria relating to management integrity and organisational culture of the SWB. Option 1 was the preferred option by a reasonable margin, by virtue of its ability to maximise communication with contractor(s) and within the client staff team.

Further detailed work on the optimum management arrangements for the SWB will be carried out over the next six months. This will inform the precise needs of the Board's client operations in terms of leadership, management structure and person specifications for all SWB posts. It is recommended that this work be steered by a commitment within the Vision to work towards an arrangement based on Option 1, which appears to offer significant benefits over any other alternative considered.

Customer Contact, Scrutiny and Client Operation Options for the Somerset Waste Board

Figure 3 - Comparison of Options for Centralisation of the Client Operation

Options	Accountability to Individual Partners	Consistency with SWB Concept	Interface with Contractor	Interface with Partner LAs	SWB Management Integrity	SWB Staff Communication	Ability to Develop SWB Organisation Culture	Overheads	Total
1. SWB Staff Based on Optimised Depots	4	5	5	3	5	5	5	3	35
2. SWB Staff Based in Central Office	4	4	4	3	5	5	4	2	31
3. SWB Staff Split - Central Office and Partner LAs	4	3	4	4	4	3	3	3	28
4. SWB Staff Based Entirely in Partner LAs	5	2	3	5	3	2	2	5	27

TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 7 DECEMBER 2005

REPORT OF THE FINANCIAL SERVICES MANAGER

FEES & CHARGES 2006/07

This matter is the joint responsibility of Executive Councillors Hall and Edwards

1 EXECUTIVE SUMMARY

- 1.1 The proposed fees and charges for 2006/07 are laid out in this report. The Executive are requested to recommend these charges to Full Council.

2 INTRODUCTION

- 2.1 The purpose of this report is for the Executive to consider the proposed fees and charges for 2006/07 for the following services:
- Land Charges,
 - Cemeteries & Crematorium,
 - Licensing.

3 PROPOSED INCREASES FOR 2006/07

- 3.1 Appended to this report are the detailed proposed charges for each service as outlined above.
- 3.2 For the Land Charges service (Appendix A) no increase in the basic search fee is proposed. For the Cemeteries & Crematorium service an estimated additional £132,000 will be generated by the proposed charges and a brief narrative accompanying these increases is attached at Appendix B.
- 3.3 Appendix C contains a summary of the Licensing Fees and Charges, with the exception of the Licensing Act 2003 fees, as these are set by statute and are currently under review centrally. Each of the activities of the Licensing Unit derives from a statute many of which are well established, in general terms licensing fees must be reasonable and can only be used to pay for the costs incurred by a LA in determining the relevant Licence.
- 3.4 For those licensing fees where there is local flexibility to set an appropriate amount Officers have been working to try and increase fees by around 10%. However it is not possible to set a standard 10% increase across all areas. As can be seen from the appendix the activities of the Licensing Unit are many and varied. Each activity has to be considered on the basis of the nature of the activity, location and number of existing traders and other market factors and an individual fee or charge proposed accordingly. Consequently the proposed percentage increases vary, some under and some over 10%, however this variance must be considered in the context of the level of fee.
- 3.5 Many Licensing fees and charges are delicately balanced, put these rates up too much and this will suppress the market and lead to an overall reduction in income. This also may encourage more illegal and therefore unregulated trading; resulting in greater risks to public safety and consequently may result in more costly investigations into this activity by the Licensing Unit. However

if the fee is reasonable and affordable, people will be more inclined to pay it, and this will therefore afford a greater level of protection of public safety in the Borough. In summary, income from licensing is expected to raise £150k in 2006/07, which is lower than the current year as each license is not necessarily renewed annually.

- 3.6 The Review Board at their meeting on 1 December considered the proposed fees and charges, and a verbal update on their comments will be given to the Executive on the night. Following consideration by the Executive, Full Council will be asked to approve the proposed charges on 13 December.
- 3.7 The fees and charges relating to the Car Parks service have already been discussed by the recent Traffic Regulations Orders Panel and are also due to be considered by Full Council on 13 December.

4 RECOMMENDATIONS

- 4.1 The Executive are requested to recommend the proposed fees and charges for 2006/07 to Full Council as set out in this report.

Contact Officer: Paul Carter
Financial Services Manager
Tel: 01823 356418
Email: p.carter@tauntondeane.gov.uk

1 LAND CHARGES SEARCH FEES

- 1.1 It is the Council's usual practice to review the Local Land Charges Search fees annually. Normally this review results in an increase which reflects the additional costs of operating the service. The current fee charged for an ordinary search is £135 and we have gone from being the lowest in Somerset to one of the highest.
- 1.2 The service had a target of being delivered electronically by 2005 but this has not been met. Somerset County Council levy a fee for the element of the search carried out by them and this fee is included in the sum charged by the Council. The County Council has agreed to maintain their fee at the current level for 2006/07. In addition to the search fee, property purchasers would normally make drainage enquiries of the relevant Water Company for which another fee is payable.
- 1.3 There has been a reduction in the number of searches processed this year though the number of personal searches has continued to rise. This has resulted in a projected loss of income against budget of some £35,000. Given the continuing increase in the number of personal searches and the anticipated loss of income any further increase in the search fee is likely to exacerbate this situation.
- 1.4 However, there is scope to increase some of the "peripheral" fees. The current charge for a solicitor's own enquiry is £11 and this could be increased to £12. At present we charge £7 for each of the additional enquiries in the second part of the main CON 29 enquiry form. This could be increased to £8. When a parcel of land is included in a search we charge £10.90 to process this, and this charge could again be increased to £12. It is anticipated that the increases detailed above would produce an additional £500-£1,000 of income.
- 1.5 In the circumstances it is recommended that the fee for a standard search be maintained at £135 for the year commencing 1st April 2006 and that the fee increases in paragraph 1.4 above be agreed.

Contact Officer: Ian Taylor, Chief Solicitor
Tel: 01823 356408.

Appendix B

TAUNTON DEANE BOROUGH COUNCIL

REPORT OF THE CEMETERIES AND CREMATORIUM MANAGER & REGISTRAR

CEMETERY AND CREMATORIUM FEES AND CHARGES 2006/2007

(This matter is the responsibility of Executive Councillor Mark J Edwards)

1. INTRODUCTION

- 1.1 The cremation charges detailed below will, if adopted, raise an additional £55,000 for the Council.
- 1.2 Of this £5,000 will be raised and allocated to the cemetery maintenance and repairs budget.
- 1.3 A further £77,000 raised will also be raised and will be ring-fenced for a fund to extend the crematory and finance the purchase and installation of mercury filtration equipment.

2. PROPOSED CHARGES

- 2.1 The proposed charges are set out on the following pages.
- 2.2 Corresponding fees with neighbouring authorities are not yet available. However, having contacted these authorities, estimated figures are included below.

	2006/07 ESTIMATED	COMMENTS
BATH	£405	
BRISTOL SOUTH	£410	No financial provision for mercury filtration.
WESTON SUPER MARE	£430	No provision for mercury filtration.
YEOVIL	£400	Organist fees (£30) NOT included. No provision for mercury filtration.
TAUNTON	£459	£35 ring-fenced for mercury filtration equipment.

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***TAUNTON DEANE
CEMETERIES AND
CREMATORIUM
TABLE OF FEES
AND CHARGES***

Proposed from 1st April 2006



TAUNTON DEANE CREMATORIUM

TABLE OF FEES AND CHARGES

EFFECTIVE FROM 1ST APRIL 2006

Table of fees and other charges, the payment of which may be demanded under Section 9 of the Cremation Act 1902, by the Taunton Deane Borough Council for the cremation of human remains.

Part 1 - Cremation

For the Cremation:-

	2005/06	2006/07
	'	'
(i) of the body of a stillborn child or of a child whose age at the time of death did not exceed one month;	15.00	16.50
(ii) of the body of a child whose age at the time of death exceeded one month but did not exceed sixteen years;	80.00	88.00
(iii) of the body of a person whose age at the time of death exceeded sixteen years;	399.00	459.00
(iv) a surcharge will be made when the service does not take place between the hours of 9.00 am and 4.00 pm Monday to Friday;	48.00	53.00
(v) use of Chapel for additional service time.	113.00	124.00
(vi) Chapel Attendant pall-bearing fee.	13.00	14.00

NOTE:- The Cremation fee includes:-

Use of Chapel, waiting room etc.
Services of organist and use of organ
Services of chapel attendant, which includes playing CDs, tapes, etc.
Medical referee's fee
Disposal of cremated remains in Garden of Rest
Certificate for burial of cremated remains
Provision of Polytainer when required

Part 2 - Urns

Supply of Urn or Casket:-

Stratford	25.00	27.00
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Avon	26.00	28.00
Malvern	32.00	35.00
Metal Postal	28.00	31.00

Part 3 - Cremated Remains

(i) Temporary deposit of cremated remains:-

First month	15.00	16.00
Each subsequent month	18.00	20.00

(ii) Forwarding cremated remains excluding carriage 19.00 21.00

(iii) Collection of cremated remains on a Saturday (when available) 45.00 50.00

Part 4 - Memorials

(i) Entries in Book of Memory:-

Two line inscription	44.00	48.00
Five line inscription	62.00	68.00
Eight line inscription	85.00	93.00
Flower) with five or eight	39.00	43.00
Badge or Coat of Arms) line inscription only	49.00	54.00

(ii) Memorial Cards:-

Two line inscription	21.00	23.00
Five line inscription	27.00	30.00
Eight line inscription	30.00	33.00
Flower) with five or eight	42.00	46.00
Badge or Coat of Arms) line inscription only	55.00	61.00

(iii) Miniature Books:-

Two line inscription	44.00	48.00
Five line inscription	55.00	61.00
Eight line inscription	58.00	64.00
Flower	42.00	46.00
Badge or Coat of Arms	55.00	65.00

Subsequent inscriptions

Per line	14.00	15.00
Flower	36.00	40.00
Badge or Coat of Arms	47.00	52.00

(iv) Cornish Granite tablet for a ten year period		
Standard memorial tablet	260.00	286.00
Memorial tablet with vase	300.00	330.00
Provision of flower container in existing tablet	41.00	45.00
Cost of renewal 50% of current fee	130.00	143.00
(v) Memorial plaque for a five year period	183.00	200.00
Cost of renewal 50% of current fee	91.00	100.00
(vi) Baby memorial plaques for a ten year period	59.00	65.00
<u>Part 5 - Other Fees and Charges</u>		
(i) Certified extract from Register of Cremations	13.00	14.00
(ii) Floral Arrangements:-		
Small arrangement	28.00	31.00
Large arrangement	33.00	36.00

NOTE:- The charges in Part 4 and 5 (ii) include VAT.

CEMETERIES

TABLE OF FEES AND CHARGES

EFFECTIVE FROM 1ST APRIL 2006

Table of fees and other charges fixed by the Taunton Deane Borough Council for and in connection with burials in the Taunton Deane St. Mary's, St. James and Wellington Cemeteries.

The fees indicated for the various parts set out below apply where the persons to be interred or in respect of who the right is granted is, or immediately before this death, was an inhabitant of Taunton Deane District, or in the case of a stillborn child where one of the parents is or at the time of the interment was such an inhabitant or parishioner. In all other cases the fees, payments and sums will be doubled with the exception that those set out in Parts 3 and 4 will not be so doubled.

Interment fees out of normal hours will be doubled.

Part 1 - Interments

The fees indicated for the various heads of this part include the digging of the grave but do not include the walling of a vault or walled grave.

1.	For the interment in a grave in respect of which an exclusive right of burial has not been granted:-		
	(i) of the body of a stillborn child or a child whose age at the time of death did not exceed one year;	93.00	99.00
	(ii) of the body of a child or person whose age at the time of death exceeded one year.	235.00	259.00
2.	For any interment in a grave in respect of which an exclusive right of burial has been granted:-		
	(i) of the body of a stillborn child or a child whose age at the time of death did not exceed one year:-		
	at SINGLE depth	102.00	112.00
	at DOUBLE depth	122.00	134.00
	at TREBLE depth	136.00	150.00

(ii)	of the body of a child or person whose age at the time of death exceeded one year but did not exceed ten:-		
	at SINGLE depth	198.00	218.00
	at DOUBLE depth	234.00	257.00
	at TREBLE depth	268.00	278.00
(iii)	for the body of a person whose age exceeds ten years:-		
	at SINGLE depth	292.00	321.00
	at DOUBLE depth	344.00	378.00
	at TREBLE depth	389.00	428.00
3.	For the interment of cremated remains:-		
(i)	in Garden of Remembrance (where cremation has not taken place at Taunton Deane Crematorium)	39.00	43.00
(ii)	in any grave in respect of which an exclusive right of burial has been granted	74.00	81.00
(iii)	Saturday interment (when available)	71.00	78.00
(iv)	To witness interment in Garden of Rest when cremation has taken place at Taunton.	15.00	16.00

Part 2 - Exclusive Rights of Burial in Earthen Graves

1. Taunton Deane Cemetery:-

For the exclusive right of burial for a period of 75 years in an earthen grave 7' 6" by 4' 0"

(i)	in Division L	345.00	380.00
(ii)	in Division A	396.00	436.00
(iii)	in Division B	371.00	408.00
(iv)	Cremated remains grave 78 cm by 76 cm	253.00	278.00

2. St. Mary's and St. James Cemeteries:-

For the exclusive right of burial for a period of 75

years in an earthen grave 8' 6" by 4' 0"	371.00	408.00
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3. Wellington Cemetery:-

For the exclusive right of burial for a period of 75 years in an earthen grave

(i) 2.7 m by 1.2 m	371.00	408.00
(ii) 1.2 m by 0.6 m	253.00	278.00

For the exclusive right of burial for a period of 75 years in an earthen grave 2.7 m by 1.2 m

The fees indicated in Part 2 include the Deed of Grant and all expenses thereof.

Part 3 - Memorials and Inscriptions

For the right to erect or place on a grave or vault in respect of which an exclusive right of burial has been granted.

1. In any "Traditional Section":-

(i) a flat stone, kerbstone or any other form of memorial;	135.00	148.00
(ii) a headstone or cross with base, bases or tablet;	120.00	132.00
(iii) an inscribed stone vase.	45.00	50.00

2. In any "Lawn Section":-

(i) a headstone;	120.00	132.00
(ii) an inscribed vase.	45.00	49.00

3. Cremated remains flat tablet	120.00	132.00
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4. Each removal of memorial for additional inscriptions.	45.00	50.00
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Part 4 - Other Fees and Charges

1. Certified extract from the Register of Burials.	15.00	16.00
2. Burial service in Crematorium Chapel (fee includes the use of Chapel, organ and the organist's fee);	114.00	125.00
3. Register search.	15.00	16.00

LICENSING UNIT
FEES & CHARGES 2006/7

SERVICE

	05/06 FEE	CEHO RECOMMENDED % INCREASE FOR 2006/07 (AMENDED FEE IS SHOWN IN BRACKETS)
Gaming Machines	£250.00	0 - Fixed By Statute
Gaming Machines - Section 34	£32.00	0 - Fixed By Statute
Lotteries- new	£35.00	0 - Fixed By Statute
Lotteries - renewals	£17.50	0 - Fixed By Statute
Sex Establishment-Grant	£11,000.00	9.1% (£12,000)
Sex Establishment - renewal	£6,000.00	8.33% (£6,500)
Skin Piercing Registration-Premises	£50.00	0% (£50)
Skin Piercing Registration-Individual	£50.00	0% (£50)
Admin - uncleared cheques	£25.00	40% (£35)
Admin charge - request for info	£25.00	40% (£35)
Duplicate Licence	£10.00	20% (£12)
Street Trading -Market House,High St,Castle Bow,North St (non food)	£1,500.00	6.66% (£1,600)
Street Trading -Market House,High St,Castle Bow,North St (food)	£1,500.00	20% (£1,800)
Street Trading - Paul St, Billet St	£960.00	0 (£960)
Street Trading - Laybys	£1500 - £2200	0% - 9.09% (£1500 - £2400)
Mobile Traders	£250.00	0% (£250)
Permanent Site private land	£250.00	10% (£275)
Daily rate	£10-£50 per day	50-0% (£20 -£50)
Promotional Events	£100.00	20% (£120)
Pavement Cafes Less than 10m2	£150.00	16.6% (£175)
Pavement Cafes less than 20m2	£200.00	12.5% (£225)
Pavement Cafes less than 30m2	£300.00	16.6% (£350)
Pavement Cafes less than 40m2	£350.00	14.3% (£400)
Pavement Cafes - new grants in excess of 40m2	£500.00	20% (£600)
Hackney Carriage Vehicle Licence	£140.00	7% (£150)
Private Hire Vehicle Licence	£140.00	7% (£150)
Owner Transfer	£25.00	0 (£25)
Meter Test	£14.00	7% (£15)
Replacement Plate	£14.00	7% (£15)
Internal Identification Sticker	£3.00	0% (£3)
Photo fee	£2.00	0% (£2)
Private Hire Operator Licence	£75.00	6.66% (£80)
New Drivers Licence	£95.00	5.3% (£100)
Additional Knowledge Test	£17.50	0% (£17.50)
Driver renewal 1 year	£75.00	6.66% (£80)
Driver renewal 3 year	£200.00	10% (£220)
Replacement badge	£8.00	25% (£10)
Pet Shop Licence	£100.00	5% (£105)
Animal Boarding Licence	£100.00	5% (£105)
Home Boarding Licence	New Fee	£30.00
Dog Breeding	£100.00	5% (£105)
Dangerous Wild Animals	£135.00	3.7% (£140)
Riding Establishments	£135.00	3.7% (£140)
Zoos	£500.00	0% (£500)

Contact: Jim Hunter, Licensing Manager, Tel 01823 356343

BIG LOTTERY FUND APPLICATION

Report of Strategic Director (Joy Wishlade)

1. Introduction

- 1.1 The Big Lottery Fund recently announced a new funding stream—Living Landmarks.
The fund is available nationally on a one-off basis for major capital projects. The most relevant to us is for sums of between £10 and £25 million. Initial ‘expressions of interest’ must be made by 6th January 2006 – a very short timescale. However, the amount of information that needs to be presented in January is small (up to 10 sides of A4). The Big Lottery has made it clear that they are interested in innovative and exciting concepts at this stage. Those projects that get through the first assessment will then be granted funding for detailed development of their project. This will then go through a final assessment before the final projects are chosen for implementation. Even if the project were to get no further than the first round, it could still secure substantial revenue/development funding for feasibility work already identified but currently either un-funded or only part funded.
- 1.2 Match funding of at least 25% of the total project costs is required—although this can be achieved in kind or through other external funding streams or by the inclusion of land or property essential to scheme delivery.
- 1.3 This is a real opportunity to access funding for ‘iconic’ projects which have wide ranging support and which will make a real difference to the communities in which they will exist.
- 1.4 Our suggestion is that an application be made for a project that focuses on the canal and river corridor between Bridgwater and Wellington with Taunton as the central hub.

2. The Proposed Project

- 2.1 The proposed project aims to develop the canal as an enhanced tourist attraction; links into the Tone and provides an improved river corridor through Taunton including additional locks at French Weir and Silk Mills. It would also develop opportunities to extend the canal through Nynehead and into Wellington—incorporating the proposals for Tone Mills. It could also incorporate a further link from Bridgwater to Langport along the Parrett incorporating the Parrett Sluice.
- 2.2 Parallel themes of industrial heritage and archaeology, and railway architecture and heritage could be developed, including links to Brunel in Bridgwater, Taunton, Nynehead and Langport (for instance).

- 2.3 Possible further stages of any project could improve the links between Taunton to Minehead by improvements to the infrastructure on the West Somerset Railway; Langport to Yeovil via the river network; Wellington to Tavistock via the Grand Western Canal and Bridgwater to Glastonbury via the Brue. There is also the potential to link to a similar project proposed in South Wales, which terminates on the Welsh side of the Bristol Channel. Informal discussions with the sponsors of that project have already taken place and it is clear that the projects could be highly complementary.
- 2.4 This could be a sustainable tourism project of genuinely national significance

3. Links to the Vision for Taunton

The discussion around an application for this project commenced with the Vision Delivery Team as it directly supports many of the aims of the Vision in putting the river Tone back at the centre of the town. However, it is recognised that the project has developed in such a way that should it successfully be admitted to the second stage a separate working group would need to be set up to oversee it. While the project would still further the implementation of the Vision for Taunton, its extent has developed beyond the remit of the Vision Delivery Team.

4. Partners

This is not a project that can be achieved without a number of partners working together. The project would be in line with the priorities of a wide range of existing partners/local partnerships and already has widespread but, as yet, informal support. (More detail to be provided at the Steering Group).

Organisations that have formally agreed to support the project include:

- Somerset Waterways Development Trust

5. Cost and timescale

- 5.1 Although the project would undoubtedly be costly and would require a bid towards the upper end of the £10-£25 million range, it is felt that the necessary match funding could be largely obtained through the value of necessary land and property already in public/partner ownership and essential to the successful delivery of the project.
- 5.2 Although there are significant technical and logistical problems with some aspects of the proposed project, the Big Lottery accepts that schemes can be delivered over as long as 10 years

6. Recommendation

The Executive is requested to approve Taunton Deane becoming a key partner in this project and its application for Big Lottery Funding.

FIREPOOL - DEVELOPMENT OPTIONS

Report from the Vision Delivery Team Project Director

1. Introduction

It is our intention to progress the preparation of the Livestock Market site for development so that by this time next year we are in a position to programme the submission of a planning application and all other site preparation works to enable a start on site in the second or third quarter of 2007.

2. The options for procuring development on the site are as follows:

- a. TDBC, with or without SWRDA, could become the developer and carry out phased development of the site in isolation, either by forward committing the sale of created investments to property investors or by building out projects and selling them on completion. This method would involve taking substantial financial risks, particularly relating to the cost of the necessary infrastructure to open up the site, the state of the property market, and the necessity for substantial investment in an expensive full time project team.
- b. Still as developer, TDBC could be the lead developer but sell off individual sites to private sector developers and/or owner occupiers to raise money and to defray the risk. The financial risks could be reduced by taking this route but TDBC would still need to become involved in the provision of infrastructure and there would be a substantial and complex coordination/project management role for the Council to undertake.
- c. The most obvious and the best tested route would be for TDBC to advertise the opportunity in the market and select a Development Partner for the whole site. This route can be taken in isolation of or in partnership with SWRDA. In this case the developer would become the risk taker and the phasing and standard of development can be carefully controlled by a negotiated Development Agreement. Excess development profits are usually shared although it is important to set the base developer's profit at a sufficiently high level to motivate him - say 20% on cost. The other major advantage of this route is that it gives TDBC the opportunity to choose a development partner who has considerable experience in this type of development.

Whether developing in its own right or in partnership with a developer TDBC needs to decide what interest in land it will be disposing of either to the developer or the investor/owner occupier. The options are:

1. To sell long leasehold interests in the site and retain the freehold interest. This would ensure the reversion of all the interests to TDBC at the end of the leases and a degree of control over uses, occupiers, management etc. Developers and investors do not favour this route as they feel that with substantial investment and risk they should be in complete control in perpetuity. A very long lease, say 999 years, with very bland covenants might be acceptable but anything else could affect value and the number and calibre of developers interested in becoming involved.
2. To sell long leasehold interests in the sites with ground rents payable to TDBC geared to the rents received or to notional rents in the case of owner-occupiers. This is very unpopular with developers and with property investors and could have a severe affect on value and interest from developers. I would definitely not recommend this route.
3. To sell freehold interests in the sites, subject to Building Agreements, thus giving the developer the flexibility to maximise values. This, in turn, will produce a better site value for TDBC to realise on sale. The concern in using this route might be the loss of control over the future management of what is supposed to be a comprehensive scheme. This can easily be dealt with by a covenant by the developer in the Development Agreement to manage the scheme by means of a management company whose shares pass to the eventual individual owners.

3. Conclusion

Going down the developer route **C** and using the land interest route **3** would in my opinion be the most usual combination for taking such a development forward. The combination ensures best value in terms of developer choice, developer incentive, land value and potential calibre of project. The Outline Programme and the Draft Marketing / Framework Proposal for this option are attached at Appendices A, B and C

4. Recommendation

The Executive are asked to consider the options available in light of the outcome of discussion of this item at the Vision Steering Group (29th November) which will be reported verbally to the meeting.

TAUNTON – FIREPOOL**DRAFT MARKETING FRAMEWORK/PROPOSAL****Purpose of Marketing Exercise**

To identify a development partner to take forward the development of the site known as “Firepool”.

Anticipated Developer Obligations/Agreement

The developer will enter into a Development Agreement with Taunton Vision/TDBC.

The Development Agreement will require the developer to produce a detailed Master Plan which will include the following obligations:-

- Submit an outline planning application for the Firepool area (to be defined on appropriate plan), within six months of being selected as the preferred partner.
- The Master Plan will be progressed in conjunction with Taunton Vision, TDBC and appropriate stakeholders.
- The developer will be required to submit an outline planning application for the Master Plan (to include full details/unreserved matters of the proposed first phase of development) within six months of being selected.
- Following receipt of planning permission/reserved matters application, the developer will be granted a building licence for the first phase of development (to include infrastructure and public realm).
- The developer will be required to implement first phase construction within 6 months of the grant of planning permission. A mechanism will be agreed for ongoing and continued phased development of the site, enabling the developer to “draw down” development plots via building licences in accordance with an agreed phasing plan. The mechanism will include longstop dates by which development either must commence or the vendor will be entitled to offer the opportunity elsewhere.
- It is anticipated that on the grant of a building licence there will be a percentage of the open market value of the site paid with the balance transferred on practical completion at which time formal transferable tenure in the property will be transferred to the developer.

Marketing Structure

Fundamentally we envisage a two stage process (with potential to include a third stage for public consultation if required).

Stage One - Invitation

Implementation of expressions of interest.

Promotion of the opportunity using conventional marketing media outlining the likely requirements of a development partner and inviting expressions of interest.

At this stage we would simply be seeking from interested parties the following information:-

- Details of track record of similar schemes and development partner roles undertaken.
- Financial bona fides in the form of a statement of the company's financial standing and copies of the last 3 years trading accounts.
- Details of the proposed professional team including architects, engineers, cost consultants and others as appropriate.
- A statement indicating the anticipated mix of uses on the site addressing issues of market demand and planning considerations.
- An indication of the developers return expected from both prelet or speculative development, for each of the market sectors identified.
- A statement confirming whether in prevailing market circumstances the developer would propose speculative development of the market segments contained within the mix identified.
- Confirmation of whether the principle of a freehold, long leasehold at a peppercorn, long leasehold incorporating a geared ground rent, premium, and overage payments are acceptable.

From the information provided, a shortlist of not more than five developers to be selected to go forward to Stage Two.

Stage Two – Detailed Proposals

The shortlisted developers will be required to prepare detailed proposals in accordance with a “developers brief” (to be prepared by Alder King in conjunction with Taunton Vision). The requirements of the brief are likely to be as follows:-

- A Master Plan
 - A Master Plan to cover the entire development area including;
 - Design Statement describing how the Master Plan has been developed and how it integrates with the site and its surroundings/adjoining development.
 - A development phasing plan

- Identification of on site and off site primary infrastructure requirements and a plot phasing plan which integrates with the infrastructure.
- A highway access and car parking strategy
- A public realm strategy
- Drawings at 1:500 scale together with Axonometric drawings and artists impressions (the latter as necessary to properly illustrate the proposal).

- Schedule of Accommodation

Identification of gross and net floor areas on a plot by plot basis including a breakdown by use ie residential, retail, commercial, other and proposed car parking provision for each plot/building.

Confirmation of areas dedicated to open space and public realm

- A Statement of Design Approach and Public Art

A statement setting out the design philosophy and approach to individual plot/sector building design including a strategy for the inclusion of public art and the processes that are to be adopted to achieve exemplar development.

- Sustainable Development

A statement identifying how the scheme has been developed to comply with good practice in terms of sustainable development. The developers proposals to achieve high rates of sustainable construction and ultimately the development to achieve an overall standard ofusing BREAM/Eco Homes Assessment Method.

- Management and Maintenance

A proposal for the management and maintenance of the completed development to include the buildings, private space, public open space and public realm.

- A Planning Statement

A statement confirming how the proposed scheme complies with the “Taunton Vision”, local and national planning policy, including a commentary on economic, social and environmental benefits.

- Highways Statement

A statement setting out the highway access and circulation strategy confirming how the scheme complies with national/local transport policies and integrates with the local network.

- Development Appraisal

The developer will be required to provide a development appraisal and cashflow (full details of these requirements will be specified).

- Financial Proposal

A financial proposal will be required on a prescribed basis TBC in further discussion with Taunton Vision.

- Funding Proposal

The developer will be required to set out a proposed method of funding both of pre-development and post development activity.

Appendix B

<p>REF TFP1 (a)</p> <p>TAUNTON FIREPOOL</p> <p>DRAFT MARKETING FRAMEWORK/PROPOSAL</p> <p>Key Pre Development/Key Marketing Issues</p>			
	Key Issue	Notes Pre Meeting 11.11.05	Action Points Agreed at Meeting 11.11.05
1.	Extent of Development Site	<p>TDBC Ownership</p> <p>3rd party private ownerships</p> <p>Network Rail –</p> <ul style="list-style-type: none"> • Redundant land (West Yard) Operational Land (Station Approach) 	<ul style="list-style-type: none"> • Key Ownership to be defined i.e. those that must be acquired by agreement or CPO • Ian Franklin/M. Green meeting to identify and confirm - 16.11.05 • Meeting with Network Rail to resolve approach (i.e. acquisition J. Venture, equalisation arrangements) 22.11.05
2.	Key Infrastructure Considerations	<p>Highways Information/Solution</p> <ul style="list-style-type: none"> • What is solution? • What is contribution from site? • Has developer to define his own? 	<ul style="list-style-type: none"> • Outcome of LTP bid to Government will be known end of Nov 2005 • Alistair Godfrey is arranging meeting with Highway Authority (Somerset CC) to discuss implications.

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		<p>Flooding Information/Solution</p> <ul style="list-style-type: none"> • Same Issues as above (Under Highways) 	<ul style="list-style-type: none"> • EA (David Crowson) will produce draft strategy for resolution and implications for Firepool – Dec 31st 2005
		<ul style="list-style-type: none"> • Car Parking Strategy • In particular the implication of development of Priory Bridge Road 	<ul style="list-style-type: none"> • WS Atkins will produce report/strategy and implications for Firepool by mid Jan 2006
3.	Technical Information Requests	<p>Archaeology</p> <ul style="list-style-type: none"> • Ground Investigation:- Geotechnical Contamination <p>Services All main services – available and capacity?</p>	<ul style="list-style-type: none"> • Clarke Bond obtain costings for report on all of these issues together with programme for delivery
4.	Legal Issues	<p>Epitome of title on main TDBC site Title to be sold/granted</p>	<ul style="list-style-type: none"> • TDBC legal dept have been asked to provide report clarifying:-

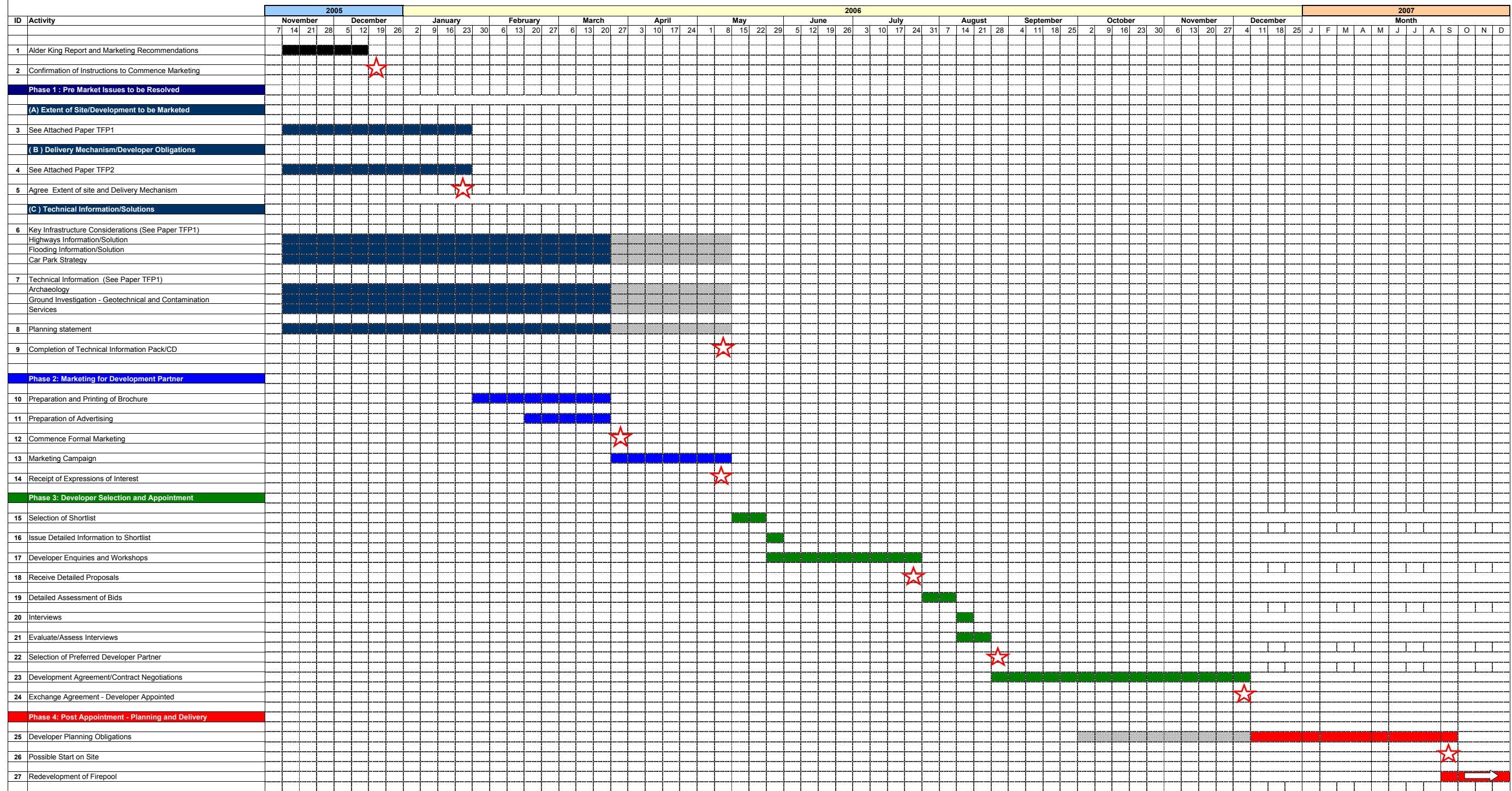
Appendix B

			<ul style="list-style-type: none"> a) All vacant possession issues. b) Epitome of title – covenants etc covering the site. <ul style="list-style-type: none"> • Ian Franklin confirmed F/H title of entire site would be made available to facilitate development
5.	CPO Approach	<ul style="list-style-type: none"> • Consideration/Implications • Phasing plan to address? • Strategy • Requirements • Who's powers 	<ul style="list-style-type: none"> • Review requirements when key ownerships defined. • TDBC + SWRDA to agree whose powers will be used.
6.	Decision Making Board/Groups/Process	<ul style="list-style-type: none"> • TDBC • SWRDA • Coordinating groups 	<ul style="list-style-type: none"> • Structure + responsibilities set out in project execution plan to be forwarded to AK and reviewed.
7.	Planning Issues	<ul style="list-style-type: none"> • Development justified under existing local plan? • Taunton Vision • LDF • SPD • S106 requirements of site 	<ul style="list-style-type: none"> • Tom Knowles to advise on planning requirements/strategy to facilitate development of the site.

Appendix B

Taunton Firepool - Outline Programme (Draft)

Appendix C



● Key
 [Dark Blue Box] Phase 1 Tasks
 [Blue Box] Phase 2 Tasks
 [Green Box] Phase 3 Tasks
 [Red Box] Possible Additional Weeks
 [Grey Box] Key Milestones
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