

You are requested to attend a meeting of the Executive to be held in The John Meikle Room, The Deane House, Belvedere Road, Taunton on 13 October 2010 at 18:15.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Executive held on 15 September 2010 (attached).
- 3 Public Question Time.
- 4 Declaration of Interests
To receive declarations of personal or prejudicial interests, in accordance with the Code of Conduct. The usual declarations made at meetings of the Executive are set out in the attachment.
- 5 Southwest One Joint Procurement Strategy. Report of the Performance and Client Lead (attached).
Reporting Officer: Paul Harding
- 6 General Fund Earmarked Reserves Review. Report of the Strategic Finance Officer (attached).
Reporting Officer: Maggie Hammond
- 7 Review of Town Centre Management activities in Taunton and request for a financial contribution towards the Taunton Town Centre Company Business Improvement District administration costs. Report of the Economic Development Specialist (attached).
Reporting Officer: David Evans
- 8 Civil Parking Enforcement - Proposed Countywide Service. Report of the Parking and Civil Contingencies Manager (attached). Also see agenda item No.11.
Reporting Officer: John Lewis
- 9 Annual Scrutiny Report of the Task and Finish Reviews. Report of the Scrutiny Officer (attached). Also see agenda item No.12.
Reporting Officer: Erin Taylor
- 10 Executive Forward Plan - details of forthcoming items to be considered by the Executive and the opportunity for Members to suggest further items (attached)

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.

- 11 Appendix to Civil Parking Enforcement Report (attached). Also see agenda item No. 8.
Reporting Officer: John Lewis
- 12 Confidential appendices 11 and 12 to the Annual Scrutiny Report to the Task and Finish Reviews (attached). Also see agenda item No. 9.
Reporting Officer: Erin Taylor
- 13 Industrial Development Site at Frobisher Way, off Bindon Road, Taunton. Report of the Asset Holdings Manager (attached). Clause 3 - Financial and Business Affairs.
Reporting Officer: Adrian Priest

Tonya Meers
Legal and Democratic Services Manager

06 October 2010

Members of the public are welcome to attend the meeting and listen to the discussions.

There is time set aside at the beginning of most meetings to allow the public to ask questions.

Speaking under “Public Question Time” is limited to 4 minutes per person in an overall period of 15 minutes. The Committee Administrator will keep a close watch on the time and the Chairman will be responsible for ensuring the time permitted does not overrun. The speaker will be allowed to address the Committee once only and will not be allowed to participate further in any debate.

If a member of the public wishes to address the Committee on any matter appearing on the agenda, the Chairman will normally permit this to occur when that item is reached and before the Councillors begin to debate the item.

This is more usual at meetings of the Council’s Planning Committee and details of the “rules” which apply at these meetings can be found in the leaflet “Having Your Say on Planning Applications”. A copy can be obtained free of charge from the Planning Reception Desk at The Deane House or by contacting the telephone number or e-mail address below.

If an item on the agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

These arrangements do not apply to exempt (confidential) items on the agenda where any members of the press or public present will be asked to leave the Committee Room.

Full Council, Executive, Committees and Task and Finish Review agendas, reports and minutes are available on our website: www.tauntondeane.gov.uk



Lift access to the John Meikle Room and the other Committee Rooms on the first floor of The Deane House, is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available off the landing directly outside the Committee Rooms.



An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter.

For further information about the meeting, please contact Democratic Services on 01823 356382 or email d.durham@tauntondeane.gov.uk

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Executive Members:-

Councillor J Williams - Leader of the Council

Councillor C Herbert

Councillor K Hayward

Councillor J Court-Stenning

Councillor N Cavill

Councillor J Lewin-Harris

Councillor T Hall

Councillor M Edwards

Executive – 15 September 2010

Present: Councillor Williams (Chairman)
Councillors Cavill, Mrs Court-Stenning, Edwards, Hall, Hayward,
Mrs Herbert and Mrs Lewin-Harris

Officers: Penny James (Chief Executive), Shirlene Adam (Strategic Director), Tonya Meers (Legal and Democratic Services Manager), Dan Donovan (Building Control Manager), Simon Lewis (Strategy and Corporate Manager), Gareth Clifford (Development Management East Area Co-ordinator), Adrian Priest (Asset Holdings Manager, Southwest One) and Richard Bryant (Democratic Services Manager).

Also present: Councillors Farbahi, Henley, Morrell, Mrs Stock-Williams, A Wedderkopp and Mrs Wilson.
Mr J Laflin, Project Gaumont.

(The meeting commenced at 6.15 pm.)

84. Minutes

The minutes of the meeting of the Executive held on 18 August 2010, copies of which had been circulated, were taken as read and were signed.

85. Public Question Time

- (a) Councillor Henley referred to the recent announcement made by the Leader of Somerset County Council, Councillor Ken Maddock, that the proposed scheme to further pedestrianise part of Taunton Town Centre had been dropped. He asked whether Councillor Williams (the Leader of the Council) had had any personal discussions with Councillor Maddock on this topic before this announcement was made?

Councillor Williams stated that no such discussions had taken place, although he had invited Councillor Maddock and the Chief Executive of Somerset County Council to attend a meeting which was shortly to be held.

- (b) Councillor Henley also referred to the decision by the Co-op to close its distribution depot at Chelston, Wellington and the press release issued by the Council in connection with the closure.

He asked whether Councillor Cavill (Executive Councillor for Economic Development and the Arts) had personally tried to intervene to change the Co-op's mind?

Councillor Cavill confirmed that whilst he had not had any direct discussions with the Co-op, dialogue with the company, which had commenced during the term of the previous administration, had continued for months. Councillor Williams confirmed that as much as possible had been done to keep the Co-op Depot in Taunton Deane, but ultimately the company had chosen to relocate to Avonmouth.

- (c) Councillor A Wedderkopp understood that the new gas boilers for The Deane House had not been requisitioned yet. He sought assurance that the funding for the boilers was still in place and, if it was, asked that the work be commenced at an early date. How else would the Council meet its 10/10 commitment?

Councillor Williams confirmed that the funding was still available but talks with companies as to the supply of the boilers had taken far longer than anticipated. The Chief Executive, Penny James, confirmed that the latest situation would be reported to the Carbon Management Steering Group at its meeting later in the week.

86. Declaration of Interests

Councillor Mrs Court-Stenning declared a personal interest as an employee of Somerset County Council.

87. New Building Regulation Charging Scheme – Effective from October 2010

Considered report previously circulated, concerning the introduction of a new fee scheme for the Building Control function that met with the requirements of the Building (Local Authority Charges) Regulations 2010.

The Department of Communities and Local Government (DCLG) had consulted on a package of proposals to change the Building Control charging regime, with the aim of introducing more flexibility, accuracy, fairness and transparency and improving the standards and the environment within which Local Authorities and Approved Inspectors operated and competed.

The key principles remained as follows:-

- The need to fix charges by means of a scheme;
- Full cost recovery of the chargeable Building Regulations work; and
- The user should pay for the actual service that they received.

However, greater emphasis was given to the need to relate charges to the cost of carrying out the Building Control function for individual building projects.

The guidance also stated that Local Authorities should continue to make every effort to keep their costs to a minimum to ensure that charges remained affordable and competitive.

The Charges Regulations 2010 authorised the setting of charges for the following prescribed Building Regulation functions:-

- (a) Checking full plans applications;
- (b) Inspecting work associated with full plans applications;
- (c) Checking/Inspecting work associated with building notices;

- (d) Checking /Inspecting work reverting to Local Authority Control;
- (e) Checking/Inspecting work associated with regularisation applications; and
- (f) Providing advice in respect of the chargeable functions.

The principles that had to be followed when calculating charges were reported.

Details of the new scheme of charges which was required to be in place by 1 October 2010 were submitted and are appended to these minutes for the information of Members.

Resolved that:-

- (1) The Building Control scheme of charges made under the Building (Local Authority Charges) Regulations 2010, which was to be introduced on 1 October 2010, be approved; and
- (2) The ability to make minor changes to the scheme of charges to enable it to be consistent with other Somerset Building Control Authorities' Charging Schemes be delegated to the Growth and Development Manager, the Portfolio Holder and the Joint Building Control Manager.

88. Policy to protect the future use of the Gaumont Theatre building, Corporation Street, Taunton

Considered report previously circulated, concerning further ways in which the future use of the Gaumont Theatre Building (currently the Mecca Bingo Hall) in Corporation Street, Taunton could be protected.

Earlier in the year, a presentation was made to Members of the Community Scrutiny Committee by the 'Project Gaumont' Group to explore the prospects of one day returning the Gaumont building back into use as a Centre for Arts and Entertainment to run concurrently with the Brewhouse Theatre. This aspiration was supported by both the Theatres Trust and the Cinema Theatre Association.

The Group was of the view that the Listing Building status currently enjoyed by the Gaumont did not afford the building adequate protection from future re-development and that additional policies were needed to provide further protection.

The Community Scrutiny Committee had recommended the Executive to support the long term use of the Gaumont for performance and to take any steps that it could to support its long term use for performance, through planning policy.

Reported that the current use for the Gaumont was D2 – "Assembly and Leisure (which included Cinema, Concert Hall, Bingo Hall, Dance Hall, Swimming Bath, Skating Rink, Gymnasium, or area for indoor or outdoor sports and recreation, not involving motor vehicles or firearms)". This provided significant planning protection to ensure that the building was only used for D2 purposes.

Although any proposed change to the established use of the building would require a planning application and the required justification for that change of use, it was felt the case for its future use as a Centre for Arts and Entertainment / Theatre would be strengthened by policy statements, stating this as a Council aspiration for the building.

Further reported that Planning Policy Statement 4 (PPS4) 'Planning for Sustainable Economic Growth' encouraged a diverse range of cultural, leisure and recreation facilities in appropriate existing centres where sites or buildings for conversion were, or were likely to become, available within the plan period.

This too could be applied to the Gaumont building to add further weight for it to continue to be used in future for D2 purposes and ideally as a Centre for Arts and Entertainment or as a Theatre.

It was therefore recommended that the following proposals should be introduced to strengthen the existing policies relating to the Gaumont which were already in place:-

- (a) That the Council should publicly declare its cultural ambitions by updating its Cultural Strategy to include reference to the continued use of the Gaumont as a Class D2 building and its ambition to protect and promote the building as a Centre for Entertainment and Arts with potential future use as a theatre. The suggested wording for this is shown in the Appendix to these minutes;
- (b) The aspirations for the Gaumont Theatre building should be formalised in the Town Centre Area Action Plan when this was reviewed in 2012; and
- (c) To include a statement in the Core Strategy reinforcing the Council's cultural ambitions and the wish to support theatres in Taunton and Taunton Deane and to identify and support suitable buildings. The Core Strategy was a high level strategic document and it would not be appropriate to include a single building policy.

Mr Jim Laflin from Project Gaumont confirmed that the Group was very pleased with what the Council was proposing to do.

Resolved that the proposed policy measures identified above in relation to the Gaumont Theatre Building, Corporation Street, Taunton be approved.

89. **Executive Forward Plan**

Submitted for information the Forward Plan of the Executive over the next few months.

Resolved that the Forward Plan be noted.

90. **Exclusion of the Press and Public**

Resolved that the press and public be excluded from the meeting for the following two items because of the likelihood that exempt information would otherwise be

disclosed relating to Clause 3 of Schedule 12A to the Local Government Act, 1972 and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

91. **Former Nursery Site at Mount Street, Taunton**

Reference Minute No 35/2009, considered report previously circulated, concerning the former nursery site at Mount Street, Taunton and how its disposal should be progressed.

Architects had been appointed to undertake further site investigations and surveys with a view to preparing and submitting a planning application for the residential development of part of the site. Details of the work undertaken and the costs incurred were reported.

Given the current state of the property market and taking into account professional advice that had been obtained, there appeared to be three possible ways by which the Council could proceed. Submitted for the information of Members details of the three options.

Resolved that Full Council be recommended to agree that Option 1, as detailed in the report, be implemented.

(Councillor Williams declared a personal interest at the start of the discussion of this item, on the basis that his company had previously used the services of the architect named in the report.)

(The meeting ended at 7.12 pm.)

TABLE A**STANDARD CHARGES FOR THE CREATION OR CONVERSION TO NEW HOUSING INCLUDING FLATS AND APARTMENTS**

Table A – New Dwellings			
No.	Previous charge from 1st April – 30th September 2010 £ Net	Proposed new Charge £ Net	Variation %
1	596	638	+ 7.00
2	894	936	+4.70
3	1191	1191	0.00
4	1362	1362	0.00
5	1532	1532	0.00
6	1702	1702	0.00
7	1830	1830	0.00
8	1957	1957	0.00
9	2085	2085	0.00
10	2213	2213	0.00
11	2340	2340	0.00
12	2468	2468	0.00
13	2596	2596	0.00
14	2723	2723	0.00
15	2851	2851	0.00
16	2979	2979	0.00
17	3106	3106	0.00
18	3234	3234	0.00
19	3362	3362	0.00

Notes for Table A

1. For 20 or more dwellings or if the floor area of any dwelling exceeds 300m² the charge is individually determined
2. The Building Notice Charge is the sum of the plan charge and inspection charge + 25% (The charge from 1st April – 30th September 2010 was the sum of the plan charge and the inspection charge)
3. The Regularisation charge is the sum of the plan charge and inspection charge + 50%. Regularisation charges are not subject to VAT. (The charge from 1st April – 30th September 2010 was the sum of the plan charge and the inspection charge +20%)

TABLE B

STANDARD CHARGES FOR DOMESTIC EXTENSIONS & BUILDING WORKS TO A SINGLE BUILDING

Schedule B – Domestic Works			
Type of Work	Previous charge from 1st April – 30th September 2010 £ Net	Proposed Charge £ Net	Variation
Single storey Extension <10m ² (*)	298	298	0.0
Single storey Extension 10m ² - 40m ² (*)	460	409	-11.1
Single storey Extension 40m ² - 80m ² (*)	(**)	443	-
Multi storey Extension <40m ² (*)	460	468	+1.7
Multi storey Extension 40m ² - 120m ² (*)	(**)	545	-
Multi storey Extension 120m ² - 200m ² (*)	(**)	579	-
Loft Conversion >40m ² (*)	460	383	-16.7
Loft Conversion 40m ² - 100m ² (*)	(**)	409	-
Garage/carport <100m ²	(**)	255	-
Garage conversion	(**)	234	-
Partial glazing (up to 6 windows)	64	64	0.0
Total glazing (up to 20 windows)	128	128	0.0
Electrical installation	128	153	+19.5
Renovation of thermal elements, such as wall, floor or roof for work up to £20,000	(**)	153	-

(*) The Building Notice Charge is the sum of the plan charge and inspection charge + 10% (the charge from 1st April – 30th September 2010 was the sum of the plan charge and the inspection charge)

(**) No equivalent previous charge

Notes for Table B:

1. Where part of an extension is single storey and part is two-storey the charge for a two storey extension will be applied.

2. Where a first floor extension is constructed over an existing single storey structure the charge applied is that for a single storey extension of the same floor area.
3. The Regularisation charge is the sum of the plan charge and inspection charge + 50%. Regularisation charges are not subject to VAT. (The charge from 1st April – 30th September 2010 was the sum of the plan charge and the inspection charge +20%)
4. For domestic work up to £75,000 (but not covered in Table B) refer to Table C

TABLE C**STANDARD CHARGES FOR DOMESTIC ALTERATIONS TO A SINGLE BUILDING**

Table C – Domestic work not fall within the above categories			
Estimated Cost £	Previous charge from 1st April – 30th September 2010 £ Net	Proposed Charge £ Net	Variation %
Up to 2,000	128	128	0.0
2,001 – 5,000	191	170	-11.1
5,001 – 10,000 (*)	255	255	0.0
10,001 – 15,000 (*)	319	319	0.0
15,001 – 20,000 (*)	383	383	0.0
20,001 – 25,000 (*)	447	447	0.0
25,001 – 30,000 (*)	510	489	-4.1
30,001 – 35,000 (*)	553	532	-3.8
35,001 – 40,000 (*)	596	574	-3.7
40,001 – 45,000 (*)	638	617	-3.1
45,001 – 50,000 (*)	681	660	-3.1
50,001 – 55,000 (*)	723	702	-2.9
55,001 – 60,000 (*)	766	745	-2.7
60,001 – 65,000 (*)	809	787	-2.7
65,001 – 70,000 (*)	851	809	-4.9
70,001 – 75,000 (*)	894	830	-7.2

(*)
The Building Notice Charge is the sum of the plan charge and inspection charge + 10%
(The charge from 1st April – 30th September 2010 was the sum of the plan charge and the inspection charge)

Notes for Table C:

- Charges are individually determined for the larger and /or more complex schemes where the estimated cost exceeds £75,000
- The Regularisation charge is the sum of the plan charge and inspection charge + 50%. Regularisation charges are not subject to VAT. (The charge from 1st April – 30th September 2010 was the sum of the plan charge and the inspection charge +20%)

TABLE D**OTHER, NON DOMESTIC WORK - EXTENSIONS AND NEW BUILD**

Table D – Other Works			
Estimated Cost £	Previous charge from 1st April – 30th September 2010 £ Net	Proposed Charge £ Net	Variation %
Up to 2,000	128	128	0.0
2,001 – 5,000	191	213	+11.5
5,001 – 10,000	255	234	-8.2
10,001 – 15,000	319	298	-6.6
15,001 – 20,000	383	383	0.0
20,001 – 25,000	447	447	0.0
25,001 – 30,000	511	511	0.0
30,001 – 35,000	553	553	0.0
35,001 – 40,000	596	596	0.0
40,001 – 45,000	638	638	0.0
45,001 – 50,000	681	681	0.0
50,001 – 55,000	723	723	0.0
55,001 – 60,000	766	766	0.0
60,001 – 65,000	809	809	0.0
65,001 – 70,000	851	851	0.0
70,001 – 75,000	894	894	0.0

Notes to Table D

- 1 Charges are individually determined for the larger and /or more complex schemes where the estimated cost exceeds £75,000
- 2 The Regularisation charge is the sum of the plan charge and inspection charge + 50%. Regularisation charges are not subject to VAT. (The charge from 1st April – 30th September 2010 was the sum of the plan charge and the inspection charge +20%)
- 3 Building Notice applications are not appropriate for non-domestic work.

Appendix

Proposed wording to be included in the Council's Cultural Strategy in relation to the Gaumont Theatre Building:-

“The Council has considered the long-term future of the Gaumont Theatre, currently used as a bingo hall (Class D2). It is an ambition and strategic objective of the Council to protect and promote the building for Entertainment and cultural use and potentially as a theatre.”

“The Gaumont Theatre has been identified as a suitable building for expanding Taunton's cultural offer as a live performance and large touring venue to accompany the Brewhouse. A large touring venue such as this along with the Brewhouse, meet the Council's cultural aspirations and provide an environment for a sustainable community, offering social, cultural, environmental and economic benefits as well as regeneration. These buildings would make a major contribution to the vitality of town centres, helping attract and retain well-qualified people and businesses and with visiting audiences providing regular custom for local bars and restaurants outside normal working and shopping hours. This is only possible if potential sites are identified and become available, which is why the Council has declared its support for the Gaumont Theatre as such a site.”

Usual Declarations of Interest by Councillors

Executive

- **Employee of Somerset County Council – Councillor Mrs Court-Stenning**

Taunton Deane Borough Council

Executive - 13 October 2010

Southwest One Joint Procurement Strategy

Report of the Performance and Client Lead

(This matter is the responsibility of Executive Councillor Terry Hall)

1. Executive Summary

Southwest One's Strategic Procurement Service (SPS) has a contractual requirement to create a single joint procurement strategy, setting out a framework for the procurement services provided to the partner authorities by Southwest One. This strategy forms the subject of this report.

The strategy was considered by the Corporate Scrutiny Committee on 23rd September 2010. The committee did not recommend any modifications be made to the strategy.

The Executive are asked to approve acceptance of this strategy.

2. Background

- 2.1 As part of the Southwest One partnership, the Council's procurement activity forms a discreet transformation project.
- 2.2 The primary focus of the project is to deliver procurement savings to the Authority. To support this central objective a number of deliverables were built into the contract with Southwest One.
- 2.3 One of the contractual deliverables was for Southwest One's Strategic Procurement Service (SPS) to draft a single Joint Procurement Strategy for the Client partners; setting out the approach and methodology to be adopted by SPS in relation to the procurement activities it undertakes on behalf of the partner authorities.
- 2.4 The strategy is designed to operate in conjunction with relevant legislation (including the European procurement rules), procedure

documents, the Council's Financial Regulations and Standing Orders as well as wave plans and category plans developed by SPS, detailing the areas of the Council's expenditure that will be subject to strategic review.

- 2.5 The strategy has been written with input from officers of each of the Southwest One partner authorities and has been reviewed by Client representatives of Taunton Deane BC, Avon & Somerset Police and Somerset County Council at the Procurement Steering Group (PSG).
- 2.6 Avon and Somerset Police and Somerset County Council have approved the strategy at officer level.
- 2.7 At the suggestion of the Council's Responsible Officer the strategy has been scheduled to come before Corporate Scrutiny and the Executive as procurement is such a key high profile Southwest One service.
- 2.8 A procurement update, detailing the savings made to date and the short-term plans for realising further savings, is the subject of a separate report being presented to Corporate Scrutiny on 18th November 2010.

3. Procurement Strategy

- 3.1 The strategy is provided at Appendix 1.

4. Finance Comments

The strategy in itself has no direct financial implications although it is designed to support the SPS key objective of delivering procurement savings to the Authority over the 10 year term of the Southwest One contract.

5. Legal Comments

It is a contractual obligation of Southwest One to provide the partner authorities with a procurement strategy setting out its approach for delivering procurement services to the partner authorities.

6. Links to Corporate Aims

Southwest One provides largely back-office support services to the Authority. The links to specific corporate priorities are therefore generally indirect and minimal. However procurement savings significantly affect the ability of the Authority to fund priorities.

7. Environmental and Community Safety Implications

SPS will ensure that environmental implications are addressed and fully considered in procurement exercises (e.g. reducing waste, using environmentally friendly materials wherever possible and energy efficiency).

8. Equalities Impact

No new projects are being formally introduced within this report and therefore no new equalities impact assessments have been undertaken. However, equality issues will be fully taken into consideration and built into evaluation models for new initiatives. For example, by considering whether suppliers are committed to equal opportunities and fairness in employment practises and service delivery.

9. Risk Management

Specific risk management processes are in place between the Authority and Southwest One to manage risk within the partnership.

10. Partnership Implications

The Southwest One partnership is one of the Authority's key partnerships. The success of the partnership and associated transformation projects is vital to delivering the key back office support services for the Council and in delivering procurement savings.

11. Recommendations

The Executive are asked to approve acceptance of this strategy.

Contact: Paul Harding, Performance & Client Lead TDBC
Tel: 01823 356309
Email: p.harding@tauntondeane.gov.uk

APPENDIX 1



SOUTHWEST ONE PROCUREMENT STRATEGY

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1 Foreword

The following strategy for the Strategic Procurement Service is key in the success of Southwest One supporting our partners reducing their expenditure whilst maintaining the same level of service. The professional approach to procurement and the importance of that can be seen here.

Fiona Capstick, CEO, Southwest One

2 Executive Summary

The aim of this procurement strategy is to set a clear framework for the procurement services provided by Southwest One, which reflect the corporate plans and guides for each partner organisation. Wherever possible a single process will be adopted to maximise the shared service aspect and benefits accruing from a consolidated approach. The intention is to provide a framework for Best Value which stands alongside the various contract standing orders and constitutions issued by the partner organisations.

Procurement is more than just the buying of goods and services, or outsourcing. SPS seeks to become a commercial business advisor influencing and assisting from the earliest stages with strategy identification right through to deployment and ultimately contract management. When used well, procurement is a mechanism to challenge current services and to explore new models for service delivery.

SPS aims to provide support to each organisation's key strategic aims and will work to encourage and promote the South West economy within a strong commercially focussed culture.

Procurement strategy has 3 main areas of focus Internal Customers; Suppliers and the SPS Team as depicted in the diagram below:-



SPS seeks to work closely with 3rd party suppliers to manage the relationship between the Supplier and the client. Essentially SPS works collaboratively with the Client and the Supplier in order to maximise value delivery, developing, utilising and maintaining “best in class” procurement practices. These will typically involve elements of supply and commodity market knowledge and understanding.

SPS seeks to achieve the following procurement objectives:

- A strong, clear and demonstrable element of competition will typically run through the whole procurement process. SPS's prime aim is achieving value for money
- Procurement processes will be clear and all potential suppliers will be treated fairly and comply with relevant laws and regulations
- Options will be chosen on the basis of the degree to which they fulfil the Clients aims and objectives as well as specific operational needs
- SPS will ensure that Equality, Sustainability and Environmental implications are addressed and fully evaluated.
- Where appropriate, to seek out and develop new methods of service delivery, including those developing in immature and emerging markets
- SPS will pro-actively engage with the market to identify new sources of supply
- In choosing the Best Value procurement method, the process of balancing cost against benefit is made in a transparent way and supported where appropriate with clear evidence.
- SPS will seek to stimulate markets and encourage suppliers and voluntary organisations to build-in community benefits to the extent permitted without transgressing EU procurement rules

To ensure that these objectives are delivered, the following key actions will be pursued:

- Category Management will be rolled out and embedded within the SPS organisation as the chosen methodology.
- SPS team members will become experts within the various categories and commodities they are responsible for, gaining clear understanding of industry & market trends to become trusted advisors back into the Client organisations
- Latest e-procurement technology will be deployed allowing e RFx; e auctions etc to take place effectively, minimising processing time and maximising benefit delivery
- Full and transparent auditable tracking of benefits delivered will take place through an agreed Benefits Tracking System.
- The involvement of all interested parties is vital in delivering Best Value and continuous improvement. Cross functional working will be encouraged to ensure full consideration of all pertinent aspects is undertaken
- Shortfalls in skills requirements within the SPS team will be addressed and individually tailored training provided to fill gaps in experience or capability.
- Membership of CIPS will be encouraged and personnel will be supported in studying for this qualification
- Change management and soft skills training will be provided where appropriate.

- Close engagement with all partner organisations will take place to ensure a full and accurate vision of future activities and projects is held within SPS, ensuring these can be built into future category Strategies.
- SPS will establish an intranet presence in order to ensure good and active communications of sourcing initiatives are provided around the Client communities
- Social, economic and environmental policies will be fully taken into consideration and built into evaluation models. For example, by considering
 - how local businesses can be ‘encouraged’ to establish new markets
 - the effects of procurement decisions on local and national/world environments (e.g. reducing waste, using environmentally friendly materials, energy efficiency).
 - Whether suppliers are committed to equal opportunities and fairness in employment practises and service delivery
- The SPS will work closely with partner clients in the development and delivery of major strategic initiatives. The SPS will provide commercial advice and supporting data to inform the strategic decision making process including full consideration of ‘make or buy’ decisions on complex transformations.

3 Southwest One

Southwest One is a joint venture company, initially set up in late 2007, between Somerset County Council, Taunton Deane Borough Council, Avon and Somerset Police and IBM. Unique in the whole of the UK – as a partnership, the vision of Southwest One is to enable the social transformation of Taunton, Somerset and the South West to deliver better value for money for council taxpayers and improve access to services for local residents.

Southwest One is a shared service provider providing to public sector organisations in the South West of the United Kingdom:

- Finance;
- HR;
- IT
- Customer Care;
- Property & Facilities Management
- Design & Print
- Revenues & Benefits
- Procurement Services

This document describes the procurement strategy that will be utilised to provide a full strategic procurement service to the client organisations.

Southwest One is committed to delivering a multi million £ savings target, to be achieved by a transformation of the procurement processes, employing state of the art procurement methodologies and through challenging the ways of working and processes used, thereby promoting efficiencies through the use of technology and/or better “ways of working”

This exciting “Transformation” provides an opportunity to work closely with partners to look at services and processes, re-designing them in some cases and determining how they can be delivered more efficiently and effectively across varied working environments. Central to this strategy, existing staff have been provided the opportunity to enhance their skills and capabilities, routinely utilising a range of tools and techniques employed by the leading procurement teams in the public and private sector.

It is recognised that success of the procurement initiatives to reduce costs is a central part of the Clients affordability model.

4 Procurement definition

In this document ‘Procurement’ concerns the acquisition of all ‘in Scope’ goods, works and services acquired through third parties by Somerset County Council (SCC); Taunton Deane Borough Council (TDBC) and Avon and Somerset Police (ASP). It relates to all third party expenditure with the exception only of staff costs (i.e. salaries and wages). When appropriate, for example to generate greater aggregation of spend, the SPS will seek to influence spend decisions that do not provide a direct ‘cashable’ benefit to client authorities. This may include some grant fenced, traded, and partnership spend.

Procurement encompasses every aspect of the purchasing process from determining the needs for goods, works or services, to buying and delivery in order to help achieve an organisation’s key objectives and outputs. The procurement process spans the **whole life cycle** from identification of needs, through to the end of the services contract or the end of the useful life of an asset and its subsequent disposal.

In the context of the procurement process, obtaining “the most economically advantageous commercial proposition” means choosing the proposal that offers the optimum combination of whole life costs and benefits that meet the requirements in the most effective and appropriate way. This may not necessarily be the lowest cost price.

In addition, SPS will be responsible for negotiating and managing commercial terms relating to certain revenue generating services for Avon and Somerset Police.

5 Purpose

This strategy sets out for everyone engaged in procurement activity on behalf of the Client organisations how the Category Management processes will be used to provide:-

- A baseline of current processes
- Identification of key aims and objectives
- The procurement methodology and approach
- Visions and values of strategic procurement within Southwest One

In acquiring goods and services for and on behalf of Public authorities, Southwest One will conform to all appropriate European Economic Community procurement rules and will ensure procedures utilised conform to OJEU rules.

Procurement covers the process of obtaining supplies, services and construction works spanning the life cycle of the asset or service contract. 'Life cycle' is defined as being from the initial definition of the business strategy or need through to the end of the useful life of the asset or service contract.

SPS's focus is on the front end of the activity up to and including agreement with a 3rd party and preparation of a handover to the client for ongoing service management. In certain circumstances, where client contracts have been novated to Southwest One to manage on its behalf, the procurement and ongoing contract management activity is in scope for Southwest One's own procurement function and is managed in accordance with IBM Global Supply Procurement Policies and Practices, known as "the Blue Book".

Procurement is about securing services and products that best meet the needs of users and the local community in its widest sense. This strategy provides a common framework within which all procurements by Southwest One are to be managed.

Post-contract, SPS will apply SRM principles to managing complex, strategic, supplier relationships. SPS will invest time into these relationships to ensure full value is delivered from contracts, and to seek joint identification of efficiencies and benefits along the length of the supply chain.

Southwest One will work to procure the Best Value for money supplies, services and construction works by:

- adopting the life cycle approach to the assets or contract
- applying effective and up-to-date procurement procedures
- ensuring effective procurement enables services to deliver the partners key objectives.

This strategy gives support to the partners various mission statements and will play a pivotal part in moving the partners into a new corporate way of working.

SPS will ensure the use of appropriate competition, giving full consideration to the application of OJEU rules and regulations. Existing practices at all levels may be challenged as will requirements to ensure the most appropriate and effective sources are identified. This procurement strategy should be viewed as

laying the foundations for the deployment of a strategic procurement culture across the Client organisations.

6 Strategy Aims

The aims of this strategy are to promote the application of Category Management principles as a methodology which will work to promote a culture of “Best Value” logic and principles. It does not aim to be a blue print on how to buy. Rather, it aims to establish a mechanism and a culture in which innovative and value added procurement can take place.

The SPS strategy has been created in the context of several key (recent) national policies:

- As a result of the 2007 Comprehensive Spending review (CSR07) period (2008-09 to 2010-11), English councils are collectively required to achieve £4.9bn cash-releasing efficiency gains. Delivering Value for Money in Local Government set an expectation that nearly 60 per cent of this total (£2.8bn) would arise through smarter procurement.
- The Police, focus is to redirect resources to the front line.
- The Independent ‘Roots Review’ highlights the value that the Regional Improvement and Efficiency Partnerships (RIEPs), Communities and Local Government, and others can provide in enhancing procurement efficiency.
- The Glover review titled “Accelerating the SME Economic Engine through transparent, simple and strategic procurement”, which was accepted by government in 2008.
- An increasing focus on strategic commissioning of services as opposed to self delivery of services
- A review of collaborative procurement across the public sector carried out by the NAO in May 2010
- The Home Office White Paper entitled ‘Protecting the public: supporting the police to succeed’ published in Dec 2009 which seeks to encourage collaborative procurement within the Police Services in the UK

These national policies also feed into corporate strategies created by TDBC, ASP, and SCC, which are supported by this procurement strategy.

7 Procurement Vision and Objectives

The Southwest One Strategic Procurement Service will through a consultative and inclusive process provide professional, commercial expertise to stakeholders in order to deliver significant reductions to the cost base whilst improving supplier delivery and service. It will develop and propose standardised best practice processes across the Client organisations including standardised Contract Standing Orders.

This vision will be supported by meeting a number of objectives:

- Delivering the identified benefits within the Category Strategies, as identified within the Benefits Tracking Slips (BTS)
- The SPS will establish itself at the centre of each of the Client organisations and become fully integrated into key strategic decision making.
- Creation of an optimised operating model through restructuring
- Revenue growth (attracting additional clients)
- Embedding a consistent Risk Management approach both within and outside the SPS
- Delivering performance improvement
- Providing end-to-end expertise to our clients projects and investment initiatives
- Transforming the procurement function
- Close collaboration with the businesses we support
- Creating a means of communication with the disparate stakeholder groups within the Client organisations

8 Spend Data

The total spend data across SCC, TDBC, and ASP is shown below, from financial year 2006/7 and has been grouped into core categories.

(This data will be refreshed once the new SAP system has built up spend data)

Category	2006/7 Spend/£ m	Included
Social care	228	Adult, LD, CYP
IT	86	Publications, Scientific Services, Fleet, Public Services, I.T., Police Specific
EBI	126	Highways, Soft & Hard FM, Waste, Utilities
Professional services	23	Consultancy, Legal Services, Comms & Marketing, Banking & Finance Services
Travel	4	T&S, Events, Leisure
Tactical	24	Office MRO and other tactical
	492	

9 Team Structure

A team comprising Seconded employees from the client organisations procurement teams alongside newly recruited Category Managers and a Chief Procurement Officer will be assembled to implement this Strategy.

10 The SPS Strategy

Key Action	Strategy
10.1 General Principles of procurement within Southwest One	
	<p>The SPS acts as the procurement organisation supporting the interests of the Client organisations in their dealings with external providers of goods and services. To that end this Procurement Strategy seeks to support the client organisations own strategies and specifically seeks to develop policies which target deprivation within the SW Region, encourages growth in the local economy whilst supporting sustainability within the Supply Chain. Specifically Procurement Category Strategies will contain sections that that seek to focus on such aspects and recognise value</p>
10.2 Procurement Mandate and Policy	
<p><i>The SPS will work closely with partner clients in the development and delivery of major strategic initiatives. The SPS will provide commercial advice and information for example the consideration of 'make or buy'</i></p>	<p>The Strategic Procurement Service reports directly into the Chief Executive of Southwest One. This status reflects the critical importance of procurement to clients objectives, and also shapes the focus of the SPS strategy in moving away from tactical activities. Savings generated through procurement activities continue to support the provision of improved services to the citizens of Somerset, as well as enabling other transformational initiatives in client authorities.</p> <p>It is the intention of the SPS to transform from providing a transactional service to becoming a major business influencer. The SPS will continue to build visibility and trust at all levels within client authorities, and will be instrumental in setting the business direction of client authorities.</p> <p>To cement this influence throughout client organisations, the SPS will provide high-value commercial expertise to significant sourcing and commissioning projects. The SPS will work in partnership with the business to align resource to such projects and support end-to-end.</p> <p>It is critical that SPS policies are followed by all levels of client management, staff, and SPS members. Exceptions to procurement policy can only be granted by the CPO. The SPS recognise that this will require a significant change in culture in some client organisations, and will support this change by:</p>

<p><i>decisions on complex transformations.</i></p>	<ul style="list-style-type: none"> ▪ Harmonising and documenting one set of procurement policies to be followed, and agreeing these at the highest level with client authorities. This will encompass procurement mandate, process, and EU regulations (notably European Consolidated Procurement Directive). ▪ Implementing a culture of risk management in the way transformation projects are planned and suppliers selected ▪ Communication of procurement policies to all staff within client organisations ▪ Providing eLearning material to all client staff regarding procurement tools ▪ Providing additional information, clarification, and education where required ▪ Highlighting non-compliance to Director level within client organisations. ▪ Attending Senior Management Team meetings as required helping communicate procurement policies and procedures as well as explaining reasoning behind the processes. ▪ Client service managers will also be invited to participate in the cross functional Category teams to ensure their full involvement in, and understanding of, such projects. <p>This cultural change will also need to be supported by client authorities by:</p> <ul style="list-style-type: none"> ▪ Promoting and communicating the objectives of the SPS to all staff ▪ Clarifying to all staff that SPS procurement policy is mandatory ▪ Taking action against staff that regularly defy procurement policy <p>The SPS will seek this mandate across all client organisations, to enable the service to deliver the highest value in savings and supply chain quality.</p>
<p>10.3 Procurement Organisation</p>	
<p><i>SPS team members will become experts within the</i></p>	<p>A scalable organisational structure for the SPS has been created. Teams are aligned by category, led by a Category Manager who reports into the CPO. Each category manager is supported by a team of procurement managers and analysts. Systems, processes, and low value transactions are managed by an operational team, led by the Head of Procurement Operations, again reporting into the CPO.</p>

various categories and commodities they are responsible for, gaining clear understanding of industry & market trends to become trusted advisors back into the Client organisations.

This structure facilitates the development, communication, and implementation of strategies, policies and processes via the close management of clearly defined areas of spend. The category teams will have a deep knowledge of their supply base and clients, will set longer term category strategy, negotiate contracts and work in partnership with client organisations. They have visibility of spend against each category to highlight and communicate where clients are operating outside procurement policy and take appropriate action.

The operational team will support the organisation transformation providing technology, process expertise, and business controls. They will also have a key role in securing additional value from low value off-contract transactions. As 'gatekeepers' of the flow of POs out from the client organisations they will monitor requisitions and where appropriate re-route requisitions via contracts or use their market knowledge to negotiate additional savings with the identified supplier.

Chief Procurement Officer					
8	4	5	3	5	2
Head of Procurement Operations	Master Category Manager Social Care	Master Category Manager EBI	Master Category Manager Travel	Master Category Manager IT & Police Specific	Master Category M Professional Ser
Senior Procurement Manager	Senior Procurement Manager	Senior Procurement Manager	Senior Procurement Manager	Senior Procurement Manager	Senior Procurement
Senior Procurement Manager	Senior Procurement Manager	Senior Procurement Manager		Senior Procurement Manager	
Procurement Manager	Procurement Manager	Procurement Manager		Procurement Manager	
Procurement Manager				Procurement Manager	
Procurement Manager					
Analyst		Analyst	Analyst		
Analyst					

The SPS will not normally manage operational relationships with suppliers on a daily basis. It is expected that once a contract has been put in place either the client business or the operational team within Southwest One responsible for delivering the relevant services will work with their supplier to manage service performance against this contract, and SPS involvement will then only be invoked as the result of an escalation of a contractual issue, or to lead a commercial discussion. The SPS will however apply supplier segmentation principles and identify strategic suppliers where there will be a mutual benefit in deploying a Supplier Relationship Management programme to develop products and services in line with longer term client objectives, or to jointly identify supply chain efficiencies. For these suppliers there will be an ongoing relationship maintained by the SPS in collaboration with key service users within the client authorities. The exception to this is where corporate contracts exist such as stationery that cover services or equipment provided across numerous Client service areas. Such contracts will be managed centrally by SPS.

As the scope of the SPS grows to include more client organisations, additional staff will be recruited or seconded into the team to supplement expertise, and maintain the balance of spend managed vs. headcount. These staff are expected to be category-aligned as per the SPS model and not solely support a specific client.

As required, the SPS will recruit high calibre category-related expertise from private and public sector backgrounds. A structured interview and assessment process has been implemented and the SPS continue to focus will continue on relevant commercial awareness and procurement skills as evidenced by previous experience and achievement.

Staff are currently located in two primary locations: County Hall (centre), and Portishead (satellite). Staff are aligned by category but may specialise in managing the spend of one client organisation, and therefore their physical location will reflect a need to be close to their client. It is not expected that these two locations will be rationalised to one. Instead a local team leader will manage satellite offices and Category Managers will split their time between offices as appropriate to provide support to their team and maintain a presence with their clients.

SPS managers will also be aligned to client organisations as a single point of contact to continue to build a strategic partnership between the organisations and ensure full representation of client interests to the supply base.

It is expected that Southwest One will continue to develop the I.T. infrastructure to enable mobile working. As this matures

within the organisation, SPS staff will be expected to be geographically mobile, and spend a significant proportion of their working time with either suppliers or clients.

10.4 Category Management

Category Management is the adopted methodology for the strategic management of external costs and resources within the Client organisations and will be rolled out and embedded within the SPS organisation.

The involvement of all interested parties is vital in delivering Best Value and continuous improvement. Cross functional

The SPS will manage all non-pay expenditure on behalf of the founding client authorities. During 2008/9 the spend across founder members has been analysed as per section 2.3 above.

The SPS will manage and monitor this spend and categories may change over time to reflect client expenditure, however there will be sourcing strategies in place for all relevant spend categories, reviewed annually and fully refreshed every 3 years.

To enable this a leading-edge category management approach will be consistently applied across spend categories.

“Category Management is the strategic ‘end to end’ process whereby supply capability is fully aligned to business goals & customer requirements. The fulfilment of these business goals is supported by processes that deliver optimal value, service & innovation over the life of the product or service.”



The actual process of category management encompasses aspects of demand management, total cost management, strategic sourcing, and supplier relationship management. The SPS will apply this approach consistently across all key spend categories and translate outputs into sourcing strategies. For this approach to be successful, the client organisations must understand and be fully engaged in this process.

The outputs of this process are appropriate sourcing strategies, owned by the SPS that reflect both client needs and the supply market conditions, present and forecast. Using this information, the SPS will apply advanced sourcing techniques,

<p>working will be encouraged to ensure full consideration of all pertinent aspects is undertaken</p>	<p>enabled by technology investment, across the categories to generate best value across the supply chain.</p> <p>Advanced Supplier Relationship Management principles will be embedded within the SPS. These include processes to formally evaluate, classify and assigned an appropriate level of management attention to suppliers, according to the importance of the supplier and category to the business. The SPS will tailor relationships and investment into collaborative activities accordingly to deliver measurable joint benefits with key suppliers from collaborative efforts in areas such as supply chain, product development, marketing, etc</p>
<p>Close engagement with all partner organisations will take place to ensure a full and accurate vision of future activities and projects is held within SPS, ensuring these can be built into future category Strategies.</p>	<p>The implementation of a formal Supplier Performance Programme is also critical to maintaining a strong supply base to the authorities. Consistent approaches to supplier performance reviews will be carried out in conjunction with clients, the outcome will be reviewed with suppliers and follow-up actions will be agreed.</p> <p>It is a key principle of the SPS (as per all aspects of the shared service model) that a consistent service is provided to all clients. Therefore whilst aspects of a clients spend may be agreed to be out of scope, all aspects of the category management process will be implemented across client organisations. This will include demand management, procurement bypass, and compliance expectations. This will enable the SPS to drive innovative approaches to managing all in-scope spend across all clients, and create collaborative teams to share and review best practice in the categories.</p>

<p>10.5 Control and Compliance</p>	
<p>Latest e-Procurement technology will be deployed through and</p>	<p>Alongside the category management structure, the SPS employ an operational team to monitor and improve policy adherence, implement tools to maximise contract usage, and streamline the full requisition-to-pay process.</p> <p>Compliance: The SPS manage all 3rd party spend. This means that clients will not be empowered to make commitments to spend with any 3rd party suppliers unless sanctioned by SPS. To enable this the SPS will provide clear, consistent</p>

fully integrated with the SAP system, allowing e RFX; e auctions etc to take place effectively, minimising processing time and maximising benefit delivery

communication of policy, controls, agreed suppliers, and relevant contracts to requisitioners. Policy compliance will be actively built into requisitioning and approval systems.

Controls: The operations team will be responsible for ensuring that robust controls are in place around 3rd party spend, and that processes and systems incorporate these controls. For example, agreed 'clip' levels for requisition approval routing in the ERP system, new supplier approval and related terms and conditions, consistency in supplier selection and validation. Detailed procurement policy will be documented and agreed with senior management teams in the client authorities, and the operations team will conduct internal audits at agreed intervals.

Contract Coverage: SPS will maintain 3rd party supply contracts covering an agreed proportion of spend. The ops team will provide consistent contract templates, and contracts will be centrally stored and effectively managed against auditable targets (e.g. number of expired contracts)

Supply Base: SPS will implement a controlled list of suppliers, and category managers will control the addition and removal of suppliers on this list using a consistent selection and validation process. The list will not be owned by client organisations. When a procurement bypass does occur it will be visible to the SPS and escalated accordingly. The SPS will consistently reduce the number of non-strategic suppliers on this list.

Enterprise Spend Analysis: The operations team will deploy internal spend analysis tools across the entire spend profile of clients, to provide cross functional 3rd party spend visibility by supplier, organisation, and category, in support of category management and sourcing activity.

Efficiency: The reduction of volume-related activities, for example the number of active suppliers, paper invoice volumes, free-text requisitions, will be enabled by fully integrated processes and systems with a particular focus on reducing 'buyer-touched' transactions and improving information available to SPS staff. The operations team will identify ongoing continuous improvement programmes to realise further efficiencies.

Savings: The operations team will provide technology and consistent processes to ensure the category teams can achieve best value, maximise competitive advantage, and review TCO. This may include the deployment of knowledge management tools to support benchmarking programmes, or sourcing tools such as eSourcing and reverse auction technology.

Reporting: The operations team will report KPI's, to both internal and external stakeholders, using an agreed dashboard of measures (e.g. bypass/£, free text orders/volume, contract coverage/volume, %non-strategic suppliers etc)

Communications: The SPS will develop tools to communicate with clients and suppliers. These may include an SPS intranet presence, and a supplier portal, giving the supply base access to various contract and invoice information.

Integration: A procurement I.T. roadmap will be developed by the operational team to review the existing technical

	<p>infrastructure (2009/10) particularly with regard to the points above, and prioritise areas for investment over the next 3-5 years.</p> <p>Specific areas of focus are expected to include, but not be limited to:</p> <ul style="list-style-type: none"> ▪ SAP – testing of new releases, configuring reporting functions, creation of spend analysis tools ▪ R2P Process – requisitioning, PO placement, catalogues ▪ Contracts – storage, status, and management ▪ eInvoicing – EDI / XML / Web based options to enable supplier efficiency and accuracy ▪ eProcurement – RFx technology, including eAuctions ▪ Supplier Portal – Communications and provision of a ‘front ‘end’ to online supplier tools ▪ Dashboard – SPS and clients performance (reporting KPIs, bypass, eInvoicing targets etc) ▪ Knowledge capture tools supporting supplier selection and sourcing decisions <p>The three founder organisations operate on a SAP platform, through which detailed spend data is available to category teams. However this team will also have a key role in integrating new SPS clients, in terms of both processes and systems where appropriate. The operational team will need to ensure that transactions for all client organisations are visible to the category teams, and performance for each client can be monitored.</p>
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<p>10.6 Key Metrics</p>	
<p>Full and transparent auditable tracking of benefits delivered will take place through an agreed Benefits</p>	<p>To reiterate the SPS Vision: <i>“The Southwest One Strategic Procurement Service will provide professional, commercial expertise to deliver a significant reduction to the cost base whilst improving supplier delivery and service.”</i></p> <p>Progress towards the SPS vision will be evaluated through the delivered value that the SPS delivers to client organisations, and it is critical that an effective management dashboard is in place to demonstrate this. The SPS will seek to address areas of operational efficiency, process compliance, and tactical savings in the shorter term, whilst creating a solid platform for SRM and regional collaboration in the longer term. Whilst focus on specific priorities will therefore change over time, a base set of consistent performance measures will ensure that the progress of the SPS can be evaluated and communicated.</p>

Tracking System.	<p>Performance measures will be categorised into 4 key areas, the aim being to evaluate the SPS based on a consistent and comprehensive set of Performance Indicators</p> <p>Voice of the SPS Team</p> <ul style="list-style-type: none"> ▪ Satisfaction survey feedback ▪ Regular two way communications ▪ Skills continuously developing ▪ Recruitment raising the bar ▪ Seen as preferred employer <p>Voice of the Partner Authorities</p> <ul style="list-style-type: none"> ▪ Positive customer satisfaction feedback ▪ SPS fully integrated with businesses ▪ Citations published outside Authorities ▪ Awards <p>Voice of the Supplier</p> <ul style="list-style-type: none"> ▪ Supplier satisfaction feedback ▪ Effectiveness SPS communications ▪ Transparency of processes <p>Value add</p> <ul style="list-style-type: none"> ▪ Benefits pipeline up to date ▪ £ savings on target ▪ Implementation of benefits on track ▪ Cat Plans and BTS refresh on track ▪ Projects on track <p>Operations</p> <ul style="list-style-type: none"> ▪ Best in class processes ▪ KPIs ▪ Operational project objectives (e.g. Catalogues and contracts coverage, free text order volume and turnaround etc)
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	<p>As part of transformational activity already completed, the SPS has built a robust benefits tracking tool This captures benefits identified, and benefits delivered. The SPS will continue to use this tool to report all benefits achieved for clients, and will work closely with finance teams in client authorities who will audit the results published.</p> <p>The SPS success depends on how well the team achieves individual goals and contributes to strategic objectives. Therefore the vision must also be linked to individual objectives supporting SPS. Each member of the team will understand how their activity directly supports the team objectives, and individual success will be recognised. The intention is to use this process to create a high performance culture directly aligned to achieving the SPS vision.</p> <p>The SPS will not only report progress against internal targets and historical baselines, but will also benchmark itself against similar organisations and the supply market as a whole. This will be against operational efficiency metrics as well as market-basket pricing for goods and services. It is only by monitoring progress against external benchmarks that the SPS will be able to track meaningful progress towards ‘Best in Class’ status.</p>
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10.7 Capability and Training

<p>Shortfalls in skills requirements within the SPS team will be addressed and individually tailored training provided to fill gaps in experience or capability.</p> <p>Membership of</p>	<p>The SPS will actively develop talented people who have a passion for procurement and are excited by the opportunities within this challenging profession. It is these individuals who will provide the drive and inspiration to make transformation a success. As individuals develop through coaching and experience there will be a clear career path aligned to their skills and aspirations, and the needs of the organisation.</p> <p>To enable this, a ‘Capability Accelerator’ programme started in 2008, based on a coaching model with procurement staff and category teams to develop their capabilities in key areas of leadership, influencing, negotiations, and strategy development. In addition to this, the SPS will continue investing in CIPS membership, training, and qualifications to develop well rounded and multi-skilled procurement personnel, and to train users and cross-functional teams in procurement-related topics.</p> <p>The SPS will embed this model into the organisation and continue to provide coaching and education to all key SPS staff, both new and existing. Staff will have agreed training plans to complete annually, based on individual and organisational skills gaps.</p>
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<p>CIPS will be encouraged and personnel will be supported in studying for this qualification</p> <p>Change management and soft skills training will be provided where appropriate.</p>	<p>The SPS will strengthen its profile within client organisations through communications tools such as a well-publicised intranet presence containing procurement policy, supplier details, and contacts. It will actively promote the commercial value of involving SPS, and ensure significant savings achievements are known throughout client organisations. The SPS will also provide additional support and training to requisitioners who are experiencing difficulty using procurement systems.</p> <p>The SPS will be demonstrably knowledgeable of Commercial legal issues and will provide basic support on procurement related Legal issues, specifically focussed around EU rules compliance and provide advice to Clients where additional, specialist legal support may be necessary eg Employment law for TUPE matters etc.</p> <p>Early consideration of project risks contributes to avoiding future supply issues and additional costs. It is also presents the opportunity to address the risk in specifications or contracts. The SPS will develop a process and templates for evaluating risks associated with complex initiatives and work closely with clients to identify and address these risks through specifications, supplier evaluation, and contracting strategies.</p> <p>It is also key to the continued collaborative growth of the SPS that it actively markets the service outside the existing client base. One route to achieve this will be seeking industry recognition through awards. The service has already won a prestigious SOPO ‘Outstanding Achievement in Procurement’ award in 2008.</p>
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<p>10.8 Collaboration</p>	
	<p>The SPS has a significantly broader remit than comparable procurement services, as part of Southwest One it will actively promote itself to win additional procurement clients within the Southwest. To that end it will become a highly visible presence in the region and become widely recognised as the procurement organisation representing Clients; Southwest One and IBM. It recognises that all existing clients will benefit from new authorities joining the service through the greater opportunities around spend, benchmarking information, shared innovation, and additional resource capabilities available to the SPS.</p> <p>To enable this, the shared services procurement unit must have the scalability to be a leader in the Southwest, an aspiration met by the structure, staff and systems investments and strategy that are being implemented.</p>

	<p>The SPS will therefore support Southwest One in securing new public-sector clients, by the provision of marketing materials, subject matter expert support, and also by collecting client citations. Furthermore, the SPS will create a clear approach and 'onboarding' plan for new clients covering all aspects of joining the service.</p> <p>From a procurement perspective the SPS will also seek opportunities to collaborate further with partners in the Southwest and nationally where such collaboration can achieve better value. For example by forming or joining consortia, working with national purchasing organisations, for example the OGC and NIAP, leveraging framework agreements, and working with local centres of excellence and being an active participant in the SouthWest RIEP.</p> <p>It is not the intention of Southwest One to offer contractual agreements to authorities that are not clients of Southwest One. However, there will be occasions where the SPS undertakes procurement work on behalf of organisations that are not in Southwest One, for example to aggregate spend. At these times the SPS may seek to recover the resource costs of this activity from beneficiaries.</p> <p>Unlike other public sector procurement services, the SPS can also leverage IBM spend and contracts when appropriate, and this will be a further collaborative direction to be considered when making sourcing decisions.</p>
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10.9 Corporate Social Responsibility

<p>Social, economic and environmental policies will be fully taken into consideration and built into evaluation models.</p>	<p>To support client corporate objectives, the SPS will seek a greater understanding of the demographic characteristics of its supply base and how this reflects the demographics of the Southwest as a whole. Where it is recognised that a demographic group is significantly under-represented in the supply base, the SPS will identify opportunities to engage with this group and encourage participation in sourcing events.</p> <p>The SPS will actively promote sustainable and ethical knowledge pre-contract award when appropriate, this information will be collected about each bidding supplier during the registration process. It is anticipated that there will need to be additional diligence in this area should an international supplier be evaluated, to better understand their own ethical stance and that of their supply chains. The SPS will also undertake a review of all categories to identify which could cause the most risk to</p>
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	<p>sustainability and ensure that procurement activities in these areas reflect this.</p> <p>Furthermore, to promote sustainable and ethical practice amongst suppliers contracted by SPS, contract specifications will include such requirements where appropriate, and a supplier charter will be issued to all suppliers outlining Southwest One and client expectations around environmental issues, human rights issues, and other ethical practices. Social, economic and environmental policies will be fully taken into consideration and built into evaluation models. For example, by considering how local businesses can be ‘encouraged’ to establish new markets and the effects of procurement decisions on local and national/world environments (e.g. reducing waste, using environmentally friendly materials, energy efficiency) and how suppliers are committed to equal opportunities and fairness in employment practises and service delivery.</p> <p>The SPS will therefore exert this influence on the supply chain in the expectation that over time, suppliers promote and consider sustainability, equalities and social inclusion issues.</p> <p>SPS recognises the value of working with 3rd Sector and Voluntary Sector providers and will actively seek to promote the involvement of suppliers in this area within its procurement activities. SPS recognises that both SCC & TDBC have signed up to the Somerset Compact agreement and are committed to the principles contained therein.</p>
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10.10 Small and Medium Enterprise Supplier Market

	<p>The SPS will actively seek to stimulate local and small suppliers. The economic advantages of investment into the local economy are clear, and where appropriate the SPS will use evaluation tools which recognise the net benefit of local sourcing and sustainability of the local market. This may be through direct sourcing with small and medium suppliers or by stipulating the usage of local suppliers in large management contract awards.</p> <p>To support this aim, the SPS will make every effort to make Southwest One procurement available to local and small suppliers. A Supplier portal, providing easy access and sources of information for suppliers will be provided. The SPS will continue to host and attend ‘meet the buyer’ days and other events aimed at giving local businesses access to the public sector, and assisting small businesses with the processes involved in supplying the Public sector.</p> <p>SPS will establish a SME Agenda aimed at simplifying processes to encourage small businesses to bid for and win work with the organisation. Measurements will be developed and implemented to track SPS’s success in developing the local</p>
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	<p>supply chain. Furthermore, the SPS will proactively communicate its role to local and small businesses, through direct communications and through the supplier portal, which will give visibility of contracts to all registered suppliers. Using these and other communications methods local suppliers will be made aware of the SPS and how to apply for contracts with SPS clients. To track the success of these initiatives, the SPS will regularly seek feedback from local suppliers and also report on the value of contracts placed with such suppliers.</p>
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Taunton Deane Borough Council

Executive – 13 October 2010

General Fund Earmarked Reserves Review

Report of the Strategic Finance Officer

(This matter is the responsibility of the Leader of the Council, Councillor John Williams)

1. Executive Summary

- 1.1 The Earmarked Reserves have been reviewed to ensure that they are still required.
- 1.2 £62,028.55 of earmarked reserves are no longer required to be held and it is recommended that these are transferred to the General Fund Revenue Account.

2. Background

- 2.1 Taunton Deane Borough Council holds a number of earmarked reserves for various purposes. The S151 Officer has a responsibility to ensure that the level of earmarked reserves is reviewed each year.

3. Review of the Reserves

- 3.1 The level of earmarked General Fund reserves as at 31 March 2010 was £8.827m. This includes money set aside for a variety of specific revenue purposes. This does not include £1.564m in General Fund balances.
- 3.2 The Acting S151 Officer has reviewed the earmarked reserves to ensure that the level of each reserve is adequate and that the purpose for which the funds were set aside still applies. Any reserves which are not deemed necessary should be transferred back to the General Fund Revenue Account (or HRA depending on the original source of the funding). Under financial regulations this is classed as a virement and therefore requires Executive approval.
- 3.3 Each reserve has been reviewed and there are various reserves, totalling £62,028.55 that are no longer required. These all relate to the

General Fund, and are detailed as follows:-

Earmarked Reserve	£	Reason
Agricultural Officer	10,260.00	Agricultural Officer has now gone.
Bi Annual Design Awards	1,500.00	No request has been received to retain this reserve
CCTV	13,000.00	Can be taken this year as this part of the reserve is no longer required
DCMS Scrutiny Grant	1,000.00	No longer required.
EH Seminars General Provisions	5,137.88	Part can be taken this year
Environmental Services Staffing	5,830.42	£15,000 needed in 2010/11 the rest can be written back
Exmoor Project	9,385.00	No request has been received to retain this reserve and unsure of its use.
Food Hygiene General Provisions	3,375.51	Can be taken this year
Pickwick Licence Upgrade Electoral Registration	1,100.00	Can be written back to general reserves - no longer needed
Street Scene	3,526.42	
Vivary Park Concert General Reserves	7,913.32	Not used for 2 years. No response on its use.
TOTAL	62,028.55	

- 3.4 As part of the budget setting process for 2011/2012 the remaining earmarked reserves will be challenged. The result of this challenge will be reported in November as part of the budget setting report.
- 3.5 During Corporate Scrutiny a question was asked about the return of the CCTV reserve, as the unparished area had been asked to pay for a CCTV in the past. The purpose of this reserve was to cover the cost of transferring the CCTV service to Sedgemoor District Council and not for the purchase of CCTVs. It cannot therefore be used to purchase CCTVs. The work for which the original reserve was set up has been completed. The £13,000 is the balance after paying the last invoice to Sedgemoor District Council.

4. Finance Comments

4.1 This is a finance report and there are no further comments to be made.

5. Legal Comments

5.1 There are no legal implications in this report.

6. Links to Corporate Aims

6.1 Many of the reserves aid the provision of the Corporate Aims

7. Environmental and Community Safety Implications

7.1 Some of the reserves aid the provision of environmental and community safety.

8. Equalities Impact

8.1 There are no equalities impacts

9. Risk Management

9.1 There is a risk that some of the reserves returned to the General Fund are required. This risk has been mitigated by a request from finance for information on the use of the reserves and follow up questions by the then Acting S151 Officer. The risk is low.

10. Partnership Implications

10.1 There are no partnership implications

11. Recommendations

11.1 That the Executive recommends to Council the transfer of £62,028.55 of surplus earmarked reserves to the General Fund Revenue Account in 2010/2011 financial year.

Contact: Maggie Hammond
(01823) 358698
m.hammond@tauntondeane.gov.uk

Taunton Deane Borough Council

Executive – 13 October 2010

Review of Town Centre Management activities in Taunton and request for a financial contribution towards Taunton Town Centre Company BID Administration costs

Report of the Economic Development Specialist

(This matter is the responsibility of Executive Councillor Norman Cavill)

1. Executive Summary

- 1.1 This Report seeks a contribution of £20,000 from the Borough Council towards the administration of the Business Improvement District (BID) programme, delivered by the Taunton Town Centre Company.
- 1.2 Over the past year the Taunton Town Centre Company has been active in delivering an extensive programme of events, improvements and initiatives aimed at attracting people into the town centre, enhancing the quality of their stay in the town, and as a result, increasing the income of town centre businesses.
- 1.3 The difficult economic climate and reduction in the number of businesses trading in the town continues to put pressure on services delivered by the Company with reduced annual sums collected under the Business Improvement District (BID) levy for the remaining years of the BID.
- 1.4 The Council has supported the BID programme through funding and officer time during the first three BID operational years. In 2009, the Council reaffirmed this commitment for the remaining BID term, to be reviewed annually against the BID business plan

2. Background

- 2.1 The Town Centre Company's activities fall into two separate categories; namely, BID related services, which are funded through the BID levy, and non-BID, town centre management activities.
- 2.2 Taunton Business Improvement District (BID) is a five year programme of investment by local business rate payers to bring enhanced service improvements in support of retail, commerce and public areas across the town centre

- 2.3 The BID was developed by Taunton Town Centre Company (the BID body) in close partnership with Taunton Deane Borough Council (the billing authority) and SWERDA (the regional development agency).
- 2.4 The five year programme of investment commenced on the 1st October 2007 and will conclude on the 30 September 2012, prior to which it is anticipated that a second term ballot will be held amongst town centre businesses to obtain their approval to continue the BID for a second term.
- 2.5 During the current term the BID will invest over £1 million in service enhancements funded by the levy paying business community. In the first three years of the programme, this investment has been enhanced through additional funding contributions from the private sector, Avon and Somerset Constabulary and Taunton Deane Borough Council.

3. Current Situation

- 3.1 To date aggregate receipts for the BID levy total £653,000; a reduction of £82,000 on business plan projections. Collection rates remain at 90%. However, there has been a significant reduction in the total number of businesses trading, largely attributable to recession. Due to this reduction in the total number of businesses trading within the BID area there has been a small but significant reduction in levy income when compared to the BID Business Plan agreed in 2007.
- 3.2 The Council is responsible for collecting the BID Levy, and for debt recovery under the Business Improvement District Regulations (2004). Where necessary, court action is taken to recover the outstanding debt. In planning for year 4 of the BID it is estimated by the Council's collection team that the value of total recoverable receipts will drop by £50,000 in 2010/11 and, dependant on the business attrition rate, could be significantly more.
- 3.3 The council contributed £30,000 for each of the first two years from the LABGI fund in support of the BID. A further £20,000 contribution was made from LABGI toward annual BID administration costs in 2009/10. The annual contribution from the Council was envisaged at the inception of the BID as detailed within the BID Business Plan.
- 3.4 This annual contribution made by TDBC is intended to support the Town Centre Company in meeting the administrative costs of the BID, ensuring the levy collected is directed towards actual service delivery.
- 3.5 In addition to its BID related activities the Town Centre Company carries out town centre management services, partly funded by the Council. In 2009/10 the Council contributed £47,600 to the Town Centre company net of a loan repayment of £4750 owed to the council. That contribution attracted

£124,000 from external sources (including private sector sponsorship of events), and enabled a broad programme of activity to take place (appendix). A similar level of contribution is included in the Council's budget to contribute during the current financial year.

- 3.6 The Chief Executive of the Town Centre Company will be in attendance at the Committee meeting and will give a summary of the benefit of the Council's support over the past year as well as activities and services planned for the next year.

4. Taunton Town Centre Company Proposal to TDBC

- 4.1 The reduction in business numbers and subsequent reduction in levy resulted in adjustments to service delivery in year three. The Town Centre Company embarked on an internal restructure during 2009 together with further cost savings measures to limit the impact on service delivery. Further adjustments will be required in year 4 to keep expenditure in line with income derived from the levy.
- 4.2 In order to protect service delivery under the BID, the Council is asked to review the BID business plan for decision each year prior to commencement of the BID operating year on 1st October.
- 4.3 During the current year the company has an ambitious programme of events and activities planned, including provision of the town's Christmas Lights and supporting community events. Continued provision of the award winning BID Police Team, programme of street cleaning and graffiti removal and support to partnership initiatives including Taunton Retailers Against Crime (TRAC), Taunton in Bloom and the Energize youth diversion project. Support is given to the specialist and independent retail offering within the town including management support, signage project and a new retail shopping guide publication and online shopping & services directory.
- 4.4 The Company has asked the Council to contribute £20,000 towards the administration of the BID during the current financial year.

5. Conclusions

- 5.1 Establishing a vibrant town centre within Taunton is critical to supporting the work of the Council's Economic Development services and is a key component of the local Economic Strategy; supporting the work of Project Taunton in regenerating Taunton and encouraging inward investment
- 5.2 The Town Centre Company has delivered an extensive range of services and activities in the town centre over the past year, supported by the Council through

its Town Centre Management contribution, and through its contribution towards the administration of the BID programme.

- 5.3 The BID programme continues to prove successful in harnessing the collective contribution of businesses operating within the designated BID area. Over £1 million of funding will be collected from businesses over the five-year term.
- 5.4 The difficult economic climate and reduction in the number of businesses trading in the town has reduced the total annual sum collected under the BID levy.
- 5.5 The Council has supported the BID programme through funding and officer time during the first three BID operational years. The Council is being asked by Taunton Town Centre Company to review the annual business plan (including BID and non-BID expenditure) and to confirm the funding contribution for 2010/11.

6. Finance Comments

- 6.1 The Council is being requested to make a contribution of £20,000 to the Town Centre Company during the current financial year. Should the Executive be supportive of the request it is Officers view that that contribution should be made from the Council's LABGI reserves. That budget currently amounts to £423,000.
- 6.2 Members should note that this payment would reduce the available LABGI Reserves currently earmarked to seed-fund future economic development initiatives identified within the Economic Development Delivery programme.
- 6.3 Members should also note the likely request for funding of £20,000 for the final year within the current BID term, 2011/12, and also note that projected future income values of the LABGI fund will not be able to support ongoing payments.

7. Legal Comments

- 7.1 There are no direct legal implications arising from this report.

8. Links to Corporate Aims

- 8.1 This proposal links to the Regeneration Aim of the Corporate Strategy.

9. Environmental and Community Safety Implications

- 9.1 The services of the Town Centre Company impact directly upon the quality of the environment and the safety of the town centre. Providing increased policing in support of the daytime and evening economies. Public convenience and street cleaning services over and above the local authority provision.

10. Equalities Impact

10.1 No equalities implications at this stage.

11. Risk Management

11.1 A reduction in funding by the Council will have a direct impact on the capacity of the Town Centre Company to deliver BID and other town centre management activities.

12. Partnership Implications

12.1 The Council works in close partnership with the Town Centre Company, being represented by Members on the Company Management Board and at meetings of Company Members. Officer representation is additionally made on the BID Steering Group and other operational groups.

13. Corporate Scrutiny

13.1 The Corporate Scrutiny Committee considered this report at its meeting on 26 September and approved the recommendation.

14 Recommendation

14.1 That the Executive Committee notes the activities carried out by the Taunton Town Centre Company during 2009/2010 and the activity planned for the current year, and makes a contribution of £20,000 from LABGI reserves to the company to support the administration of the Taunton Business Improvement District.

Contact: David Evans
Tel. 01823 356545
Email: d.evans@tauntondeane.gov.uk

APPENDICES:

1. BID Budget 1 Oct 2010 to 30 Sep 2011
2. BID Trading Summary 1 Oct 2009 to 30 Sep 2010

Appendix 1

BID Budget 1 Oct 2010 to 30 Sep 2011		
Income	Business Plan Projection	Operating Budget
BID Levy	245,000	195,000
Police	0	0
DLO	0	0
EcDevt	10,000	0
Owner/Occupier	0	0
TDBC (Administration)	20,000	20,000
Advertising & Sponsorship	20,000	20,000
<u>Total Income</u>	<u>295,000</u>	<u>235,000</u>
Expenditure		
<u>Safe and Sound</u>		
Police Team	80,000	60,000
<u>Looks Good Feels Good</u>		
Street Cleaning		
Bins		
Trade Waste Recycling		
Graffiti Removal		
Shop-front grants		
	50,000	33,000
<u>Shout About It</u>		
Christmas lights		
Lamp-post banners		
Events		
Website		
PR and advertising		
Signing	110,000	75,000
<u>Admin</u>		
Establishment	40,000	52,000
Levy Collection	10,000	10,000
Contingency	5,000	5,000
Total Income/Expenditure	295,000	235,000
Surplus/deficit	0	0

Appendix 2

Business Improvement District Trading Summary October 2007 to September 2010

	Business Plan	Estimated Outturn
Income		
Levy at 1% of RV	735000	653000
SWERDA	30000	30000
TDBC Project Support	30000	20000
TDBC Administration Support	60000	60000
Sponsorship & Events	60000	60000
Total income	915000	823000
Expenditure		
Admin	150000	138000
Levy Collection	30000	30000
Safe & Sound	240000	200000
Shout about it	330000	314000
Looks Good - feels good	150000	119000
Contingency	15000	10000
Total Expenditure	915000	811000
Surplus/deficit	0	12000

Notes

SWERDA funding contribution in year 1 only

In kind contribution from Avon & Somerset Constabulary up to £80K p.a. joint funds BID police team

Levy income reduced due to business attrition rate

BID requires to achieve small operating surplus to meet development and/or wind up costs at end of current BID term

Taunton Deane Borough Council

Executive – 13 October 2010

Civil Parking Enforcement – Proposed Countywide Service

Report of the Parking and Civil Contingencies Manager

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

1. Executive Summary

This report updates Members as to the current proposals for introducing Civil Parking Enforcement across Somerset. It details the potential effects for the Borough Council in parking enforcement and financial scenarios and **recommends** that the proposals be supported.

2. Background

- 2.1 Taunton Deane Borough Council and Somerset County Council jointly introduced Decriminalised Parking Enforcement (DPE) in February 2001 as part of a package of transport related measures designed to tackle congestion in Taunton town centre. This moved enforcement responsibilities and activities from the Police to Local Authority control, and the income stream from Penalty Charge Notices (PCN) from the Treasury to Local Authorities. The income is used to fund enforcement, so there is a direct proportionality between the need for enforcement and the ability to fund it. The Borough Council is the enforcement authority in its off-street car parks and acts under a delegation agreement from the County Council on public highways. This approach provides one enforcement team in the on-street and off-street arenas, with common enforcement and administrative procedures, reaps the benefits of an holistic approach to enforcement and is highly visible to the public.
- 2.2 DPE facilitated the introduction of traffic regulations that directly supported transport and other community objectives, but required more active enforcement than the Police were able to provide. In Taunton these included peak hour loading restrictions (the East Reach Clearway), on-street pay parking and Residents' Parking Schemes. This report is not about these measures in themselves, but is about the way they and all other parking regulations are enforced.

- 2.3 Discussions around the introduction of DPE in the other Somerset districts began some years ago. For a number of reasons these did not prove fruitful. The Traffic Management Act 2004 rebranded the service as Civil Parking Enforcement (CPE) and placed a duty on the County Council to consider CPE as a tool for effective traffic management across its whole geographic area. Reinvigorated discussions took place between the County Council and all five districts with a view to a county-wide Civil Parking Enforcement Partnership. Formal project documentation and governance arrangements were considered by the Overview & Scrutiny Board in November 2008 and approved by the Executive the following month. A progress report was taken to the Corporate Scrutiny Committee in August 2009. Much work has gone into developing the proposals for a joint service including detailed financial models and predictions of the financial implications for each authority. District Council officers have expressed concern about the degree of financial risk that might be involved, and the investment needed to set up a joint service. As a result it has not been possible to bring forward recommendations for the formation of a joint civil enforcement service that all the partner authorities could agree.
- 2.4 At the Joint Portfolio Holder Steering Group (JPHSG) in August 2010, it was agreed that the partnership proposal for the delivery of CPE should not be pursued further and that the County Council should present a proposal for an enforcement service that the District and Borough Councils could buy in to.
- 2.5 It was also agreed that the Portfolio Holders should report back to their councils that the Joint Portfolio Holder Group is no longer an appropriate governance mechanism for a project led by the County Council, and recommend that its role be developed to cover a broader joint traffic management agenda.
- 2.6 The proposals under consideration do not affect the Borough Council's ability to decide the level of off-street parking tariffs nor the receipt of any part of that income. Neither do they affect the Council's ownership of its assets nor its responsibilities to maintain those assets.

3. Proposals for Service Delivery

- 3.1 The County Council was granted CPE powers in Taunton Deane in 2001. In order to extend those powers to the other districts in Somerset the County Council must apply to the Department for Transport for a further Act of Parliament. Before that application can be made the County Council needs the support of the relevant District Council for each additional area.
- 3.2 Once CPE powers are granted, the changes to the law cannot easily be undone. The changes mean that Traffic Regulation Orders within the Civil Enforcement Area must be enforced under the new legislation, including those orders relating to council car parks. In this respect Taunton Deane is in a different position to the other districts as we have already moved to the new legislation.

- 3.3 The parking penalties that apply under CPE are set nationally and are currently less than those locally fixed excess charges that apply in the car parks with traffic orders under the old legislation. If nothing else changes, this would mean a reduction in the surplus created by the parking service for those councils. This is of concern to the other districts, but does not apply to Taunton Deane.
- 3.4 To encourage the District Councils to support the CPE application, the County Council recognises that it must provide an attractive offer for the provision of an enforcement service by reducing costs. Also the County Council must introduce an enforcement regime that will displace cars previously parking in contravention of regulations on-street, into car parks, with a consequential increase in car park usage and revenue.
- 3.5 These increases were experienced in Taunton Deane when CPE was introduced in 2001. The Department for Transport has confirmed that this effect is expected and has been reported elsewhere in the country on the introduction of CPE. The County Council's on-street enforcement service is being designed to provide a significant increase in the level of on-street enforcement, similar to that provided in Taunton Deane.

Somerset Parking Enforcement Service

- 3.6 The proposal developed by the County Council offers District and Borough Councils the opportunity to buy in enforcement at a pre-determined hourly rate and to buy in penalty notice processing service at a pre-determined rate per notice. This allows the councils to manage expenditure with confidence and removes much of the perceived risk outlined above. The relative size of the County Council's on-street enforcement requirements compared to the enforcement requirements for car parks allows very attractive rates to be offered.
- 3.7 In order to determine the rates that have been offered to the District and Borough Councils, the County Council has carried out a market scoping exercise to seek best practice within existing civil enforcement services. This exercise has shown that the parking enforcement operations offering best value are organised on a contractual basis, clearly setting out responsibilities and actively managing performance. The CPE market is well established and advances in technology have made both enforcement and administration more efficient. The County Council proposes to take advantage of those efficiencies by procuring a countywide enforcement and penalty notice processing service selected through a competitive process that considers both price and quality.
- 3.8 The main headings for service provision agreements between the County Council and individual district councils would be
- The service would start on the introduction of countywide CPE, with initial contracts being for a 5-year period. Extensions to the contract, depending

on the service provider's performance, may be available up to 10 years.

- The County Council would meet the up-front costs for the new enforcement and penalty notice processing service, except as noted below.
- The rate for enforcement would only be charged when a Civil Enforcement Officer (CEO) is deployed in a council car park, with a minimum deployment period of 30 minutes per period. The rate is inclusive of equipment, travelling, accommodation and management costs.
- District Councils would declare the number of enforcement hours required per week, including seasonal variations, when the offer is accepted. This base level of service would be subject to review on an annual basis.
- The enforcement visit times would be random; within agreed profiles for the day of the week or part of the day that enforcement takes place for each car park.
- Variations to the agreed profiles during the year, for example for events or to take account of new car parks or car park closures, would be accommodated through agreement with the County Council and the County Council's service provider.
- If a District Council chose at an annual review to vary the level of annual enforcement deployed hours by more than 20%, 12 months notice would be required.
- A reactive response service would be available to deal with urgent issues that might arise. This service would be available on request by each authority at the standard rate, starting from when the CEO is diverted from normal duties and finishing when returning to normal duties
- The offered rates would be applicable for the first 12 months. They would then be subject to an annual adjustment based on an agreed appropriate mix of national indices, reflecting the proportion of labour, transport and support services within the contract. This arrangement would be subject to review after 3 years.
- The rate for PCN processing includes the cost of dealing with enquiries about PCNs, and representations that are accepted within the enforcement policy rules, but assumes that each authority will make the final decision on its own contested representations and appeals, based on evidence supplied by the County Council.
- TUPE transfers would be agreed based on the services to be transferred at the outset. In accordance with the usual protocol for TUPE District Councils would be expected to meet the cost of residual liabilities being

passed to the new service provider.

- Communication between each Council's parking client, the County Council's parking client and the service provider would take place within a protocol agreed in advance. The intention would be to minimise unnecessary message handling whilst ensuring that directions that might have a significant impact on another council's enforcement needs pass through an appropriate process, with timely information to all concerned.
- All income from PCNs would go to the relevant enforcement authority. (TDBC is the enforcement authority for its car parks irrespective of who the service provider might be)
- Accommodation, if provided by a District Council, would be subject to a separate contract direct with the service provider.
- Each authority would provide and maintain its own parking infrastructure. This would include traffic regulation orders and signs.
- Other services – issuing season tickets, cash collection and banking, machine maintenance, infrastructure maintenance, if required, would be supplied as extensions to the County Council's on-street arrangements at cost.

3.8 Details of the rates contained within the offer are included in Confidential Appendix A.

The County Council's plans for parking regulation and enforcement

3.9 The expansion of CPE and the introduction of a central parking management team for on-street parking places will allow the County Council to develop strategies to reduce congestion and to introduce parking regulations that help deliver the broader objectives of the Local Transport Plan.

3.10 Primarily in districts other than Taunton Deane, this is likely to involve new restrictions to improve road safety and to reduce inconsiderate parking that causes congestion. It is also likely to involve changes to resident parking schemes and the consideration of limited waiting or on-street pay parking in areas where parking is at a premium.

3.11 CPE powers also allow the County Council to enforce bus lane contraventions. This is likely to be extended soon to other moving traffic offences such as yellow box junctions and one-way streets. The Traffic Manager plans to use these powers to promote considerate driving and to help maintain the free flow of traffic. The County Council would also have a duty to use any surplus generated by penalty charges and on-street pay parking charges for investment in transport related schemes.

Implications for Existing Employees in the Parking Service

- 3.12 The District and Borough Councils employ the teams currently providing local authority parking enforcement in Somerset. In a scheme led by the County Council these teams would transfer under Transfer of Undertakings (Protection of Employment) (TUPE) regulations, either to the County Council, or for elements of the work that are contracted out, to the service provider, if parking enforcement or penalty processing is their primary role.
- 3.13 The Avon and Somerset Police no longer have employees whose main role is parking enforcement in Somerset, so it is not anticipated that any employees will transfer from the Police.
- 3.14 Each local authority would retain a parking management role, to advise their council on parking policy and pricing, to manage the parking infrastructure and to act as client for their element of the enforcement service.
- 3.15 The proposed service expands enforcement and notice processing requirements by approximately 50%, so a number of new jobs will be created.

What would this mean in practice?

- 3.16 In practical terms the proposal means little would outward-facing change. High profile enforcement activity would continue as now but with employees wearing a different uniform. The intention is to achieve a seamless transition to the new service provider. There should be no discernable difference to the public in Taunton Deane. There will be more impact in other towns where the visible enforcement presence will substantially increase, as it did here in 2001.

4. Finance Comments

- 4.1 The County Council's proposal of a buy-in service for enforcement and notice processing offers opportunities for cost savings through economies of scale. Although it ties the Borough Council into a contract for several years it also offers a greater flexibility for service delivery in future years than could probably be delivered through the existing in-house operation. Detailed comments are included in Confidential Appendix A.

5. Legal Comments

- 5.1 The Borough Council enforces on the public highway under a delegation agreement from the County Council. The agreement stipulates two years' written notice of termination. In March 2008 the County Council gave written notice that enforcement arrangements would need to change if a countywide parking partnership was to be achieved, and this might require a new agreement. The County Council was anxious not to give formal notice of termination as it was in both their and the Borough Council's interests for the

- enforcement service to continue and to achieve a seamless transition into whatever final form was agreed. By taking a full part in the project discussions and activities the Borough Council has shown that it has accepted the need for a change to the formal working arrangements and that this would need to be achieved by negotiation rather than the stipulated termination provisions.
- 5.2 The County Council's offer of 'buy in' terms will require formal acceptance and legal agreement once all the details have been determined. The current delegation arrangements can be terminated by mutual agreement and replaced with the Borough Council giving the County Council authority to enforce on its behalf in off-street car parks. In effect this would be the reverse of the present situation.
- 5.3 The Borough Council jointly promoted with the County Council CPE's introduction into its area. Support for the aims and objectives of both CPE itself and the County Council's proposal to extend it across the other districts would seem therefore almost guaranteed. If Borough Council Members no longer wished to support CPE it would not be possible to revert to the pre-2001 situation and control car parks under the Road Traffic Act. The only avenue open would be to declare council car parks 'private property' and provide a security management, enforcement and recovery operation as a completely separate service.

6. HR Implications

- 6.1 UNISON and Borough Council employees have been kept informed of the progress to date of the proposed countywide service via a series of common briefing notes. These have been issued within all the other districts as well. The topic has featured regularly on Parking Services' team meeting agendas.
- 6.2 Subject to a decision to proceed and confirmation that TUPE may apply, consultation will begin both collectively and individually with affected staff and unions in accordance with the Regulations. This consultation will require a detailed project plan and support from Southwest One HR.
- 6.3 Depending on the identity and pension arrangements of any new service provider there may be a requirement for the Borough Council to provide a bond or other financial commitment to guarantee pension provision for existing employees. A detailed briefing note and assessment from Southwest One Pensions service will be required.

7. Links to Corporate Aims

- 7.1 The Parking Service and enforcement operation do not contribute specifically to the Corporate Aims. As a regulatory service it delivers statutory obligations in the background. As an income generating activity it contributes to funding for all Corporate Aims and other Council services. The current proposals will not change that. Positive traffic and congestion management do of course contribute to reducing vehicle emissions and so reducing the overall carbon

footprint.

8. Environmental and Community Safety Implications

- 8.1 The nature and extent of the enforcement service in Taunton Deane do not change under the county council's proposals. Therefore there are no environmental or community safety implications.

9. Equalities Impact

- 9.1 The proposals for service delivery will not change the regulatory service being delivered to the public. Employees are protected by virtue of TUPE. It is considered that an Equalities Impact Assessment is not required in these circumstances.

10. Risk Management

- 10.1 The County Council as the project lead has prepared a risk analysis surrounding the project itself. There is no specific risk to Taunton Deane. If the project was not delivered the Borough Council would continue to operate the service as it does now.

11. Partnership Implications (if any)

- 11.1 These proposals have no effect on any other partnership between Taunton Deane and the County Council or with any partnership or joint working activities with other districts. They do however underline the joint approach to traffic management and congestion issues the County and Borough Councils have taken over the preceding decade.

12. Scrutiny Arrangements

- 12.1 This report is being considered by the Community Scrutiny Committee on 12 October. Their comments will be reported verbally to the Executive.

13. Recommendations

- 13.1 It is recommended that:-

- The Borough Council supports Somerset County Council's application for the extension of civil parking enforcement powers in Somerset,
- The Borough Council accepts the County Council's offer to provide a service for parking enforcement and penalty notice processing for car parks, as set out in Confidential Appendix A, from the date of the introduction of the expanded CPE service.

- The Borough Council notes that the Joint Portfolio Holder Steering Group is no longer the appropriate governance mechanism for the civil parking enforcement project and supports the development of a joint traffic management forum.

Contact: John Lewis, Parking & Civil Contingencies Manager
01823 356501
j.lewis@tauntondeane.gov.uk

Kevin Toller, Strategic Director
01823 356406
k.toller@tauntondeane.gov.uk

Taunton Deane Borough Council

Executive – 13 October 2010

Annual Review of the Task and Finish Reviews

Report of the Scrutiny Officer

(This matter is the responsibility of Councillor John Williams)

Executive Summary

A report on the Annual Review of the Task and Finish Reviews was presented to the Corporate Scrutiny Committee on 29 July 2010. A copy of this report is attached as an Appendix.

Although the report includes four recommendations, they were not formally accepted by the Corporate Scrutiny Committee.

Members expressed their disappointment with the outcome of some of the reviews which had been undertaken, even though they accepted that the "Task and Finish" way of working did have some merit. Dissatisfaction overall with the scrutiny processes operated by the Council was also expressed.

The general feeling held by Councillors was that they would prefer a return to the former Committee system of working – something the new Coalition Government had indicated might be possible in the future.

1. Although the Corporate Scrutiny Committee did not formally accept the recommendations contained in the report, Members did resolve the following:-

"That it be recommended to the Executive that the current scrutiny arrangements operated by the Council be replaced at the earliest possible opportunity by a new Committee system, to include Task and Finish working where this was considered appropriate."

2. The Corporate Management Team (CMT) have reviewed the report submitted to the Corporate Scrutiny Committee and have made the following comments:-

- CMT felt that it was important to keep track of the number of Task and Finish Reviews that were being done and their relevance. It is suggested that a criteria should be adopted for deciding whether a Task and Finish review should be done. For example, does it help with achieving our Corporate Aims? Specifically CMT questioned whether

The Wellington Cemetery review needed to be done as the issue is quite clear and there are very limited ways of dealing with it.

- The terms of reference should be very specific and relevant.
- There should be a system for dealing with the recommendations that come from Task and Finish Reviews and also for ensuring that any recommendations that are agreed are implemented.
- Recommendations should go to CMT before going to the Executive to ensure that recommendations are workable and also to double check their relevance.

In addition with regard to the recommendation that was made by the Corporate Scrutiny Committee the following points are relevant:-

- The bill that will incorporate the possible changes to the committee structure will be the Localism Bill and this will be issued in November 2010;
- The legislation is due to be given Royal Assent by November 2011; and
- Local consultation will be by way of public consultation or possibly a referendum.

A report proposing changes to the commissioning and framework of future Task and Finish Reviews is on the Community Scrutiny Committee's Forward Plan and is likely to be considered on 9 November 2010.

3. The Executive is therefore recommended:-

- 3.1 To note the recommendations which were included in the report that was considered by the Corporate Scrutiny Committee on 29 July 2010;
- 3.2 To note the comments of CMT and agree that there should be a new framework for commissioning and delivering Task and Finish Reviews in the future;
- 3.3 To agree that the Task and Finish Chairman should be empowered, with support from the Scrutiny Officer, to track agreed recommendations through to completion;
- 3.4 To agree that all of the outstanding recommendations from Task and Finish Reviews which have previously been agreed be reviewed by the appropriate Executive Councillors to decide what action now needs to be taken; and
- 3.5 Any debate on a return to the Committee Structure be put on hold until the Localism Bill is published by the Coalition Government.

4. Contact Details

Erin Taylor
Scrutiny Officer
Taunton Deane Borough Council
T: 01823 356415 (internal ext. 2305)
e: e.taylor@tauntondeane.gov.uk

Appendix

Taunton Deane Borough Council

Corporate Scrutiny Committee

Annual Scrutiny Report of the Task and Finish Reviews

Report of the Scrutiny Officer

(This matter is the responsibility of Executive Councillor John Williams)

1. Executive Summary

It is recommended that the effectiveness of the Task and Finish reviews be considered. Additionally, recommendations should be made as to how they could be further improved and to ensure that all accepted recommendations are actioned; and where this has not been achieved, an explanation be provided or an action plan put into place.

2. Background

- 2.1 Our vision is to be a high performing Council, working in partnership to create a good quality of life for all Taunton Deane residents. Effective overview and scrutiny is integral to delivering our vision.
- 2.2 Scrutiny is a powerful tool. It can look into issues that are important to local people, question key decisions and recommend how the Council and partners can deliver services more effectively.
- 2.3 Scrutiny can consider any issue that has an effect on the people who live in, work in or visit Taunton Deane. This covers everything from how Council Tax is spent right down to issues that only affect a tiny corner of the district.
- 2.4 We want overview and scrutiny to improve accountability, strengthen the democratic process and help develop policy. Most importantly, it must address the concerns and needs of local people.
- 2.5 The Centre for Public Scrutiny model identifies four key components for effective scrutiny:-
 1. Providing **Critical Friend Challenge** to the Executive and external agencies;
 2. Reflecting the **voice and concerns** of local communities;

3. Taking the **lead and owning** the scrutiny process of behalf of the public; AND

4. Making an **impact on the delivery** of public services.

2.6 It also identifies the supporting infrastructure to deliver these components as:-

- Roles and relationships;
- Process and Practice; and
- Skills and support.

2.7 **Taunton Deane identifies its objectives as:-**

1. To ensure that the Council is publicly accountable for what it does;
2. To oversee Council performance and drive improvement;
3. To reflect the hopes and needs of local people; and
4. To challenge and examine the way things are done, and recommend improvements.

2.8 **Scrutiny at Taunton Deane looks at:-**

Issues Raised by Councillors

Scrutiny must be responsive to the needs and concerns of the public. As representatives of their constituents, Councillors are able to introduce topics that are of concern to the public.

Council Policy and Performance

Scrutiny Committees receive a wide range of performance management reports and information including,

- Performance Indicators;
- Reports on Council services;
- Reports that will go before the Executive or Full Council; and
- Any policy issues that the Executive will be asked to consider.

The Scrutiny Committees cannot work without proper and full information on the issues before them. The Scrutiny Forward Plan contains all the items that the Committees will consider.

Budget Scrutiny

The Corporate Scrutiny Committee also scrutinises the yearly Budget. It should receive regular updates on the Budget, and must review the Budget before it is approved by the Full Council.

Community Strategy and Local Area Agreements

The Committees are responsible for scrutinising the Community Strategy, to make sure it reflects the Local Area Agreement and meets Taunton Deane's needs.

“Well-being” Issues

The Scrutiny Committees have a wide remit to identify, discuss, understand and resolve problems that residents and stakeholders deal with. They can look at anything they feel is relevant to the lives and well-being of anyone who works in, lives in or visits Taunton Deane. This includes looking at the work of non-Council organisations that deliver public services.

- 2.9 Scrutiny at Taunton Deane Borough Council was restructured in 2007 which saw a “pilot project” replacing the five service specific Review Panels and a Review Board with an Overview and Scrutiny Board, which operated in a similar way to the Review Board but with some additional responsibilities and the Strategy and Performance Panel. In 2009 Scrutiny at Taunton Deane saw further changes designed to improve the function. The Overview and Scrutiny Board and the Strategy and Performance Panel were replaced by two Committees: The Corporate and the Community Scrutiny Committees.
- 2.10 A small number of Task and Finish Reviews were undertaken under the old system. However, the pilot project identified Task and Finish Groups as a significant part of the Scrutiny work concentrating on specific problems or issues identified by Councillors or the public.
- 2.11 Reviews are undertaken after approval by the relevant Scrutiny Committee. A small group of Members carry out a specific piece of work within a limited timescale.
- 2.12 A review may involve oral and written evidence from key stakeholders, consideration of current performance, research and notable and best practice by other service providers. It may also involve talking to policy makers, managers and consumers, looking at service delivery on the ground in order to develop recommendations for improvement.
- 2.13 When a review or task and finish report is completed, the appropriate Scrutiny Committee will discuss its conclusions and recommendations. The Committee may agree the recommendations or suggest amendments. The agreed report will then be presented to the Executive. This will request the Executive to respond to the issues raised in the report and either endorse or dismiss the recommendations.

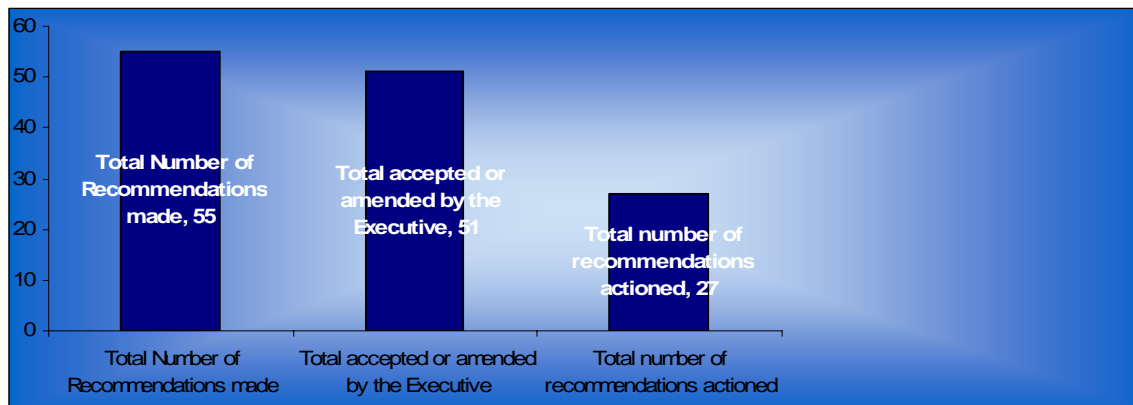
3. The Review of the work of the Task and Finish Groups

- 3.1 This report looks at ten of the reviews completed between 2006 and December 2009.

- A Review into Wellington Cemetery;
- A Review into Affordable Housing in Taunton Deane;
- A Review into Renewable Energy and Energy Efficiency;
- A Review into Sustainable Transport;
- A Review into Rural Sustainability;
- A Review into how the Housing Service Tackles Anti-Social behaviour;
- A Review into the Planning Departments Role in Delivery Large Housing Schemes;
- A Review into the Co-ordination of Services for Older People;
- A Review into the funding of the Brewhouse Theatre; and
- A Review into Employment Land in Taunton Deane.

3.2 The attached appendices contain a detailed summary of each review, together with the recommendations made. The summary also advises whether following examination of the Group’s recommendations by the relevant Scrutiny Committee and the Executive, if the recommendations were accepted and whether they have been implemented.

3.3 From the ten reviews a total of 55 recommendations have been made by the Scrutiny Committees to the Executive. Of these recommendations, 52 have been accepted or amended by the Executive. Of the 52 accepted recommendations only 27 have been actioned, as shown below;



3.4 For the majority of recommendations that have not been followed up, the Core Council Review or budgetary restraints have been cited as the cause. The Core Council Review has led to a reduction in staff and resources available to implement the recommendations.

3.6 Recommendations 8 and 9 from “A Review into how the Planning Departments Role in Delivering Large Housing Schemes” (Appendix 7), were added by the Overview and Scrutiny Board on 13 October 2008. In terms of the figures above, these recommendations are

included in the total number made, but were not then passed onto the Executive for consideration. The additional recommendations were:-

- The Planning Department needs to be more adequately resourced to deliver large planning schemes more quickly; and
- A protocol regarding the involvement of Members in pre-application discussions on major applications should be developed as suggested by the Task and Finish Review.

The Corporate Scrutiny Committee should now consider whether these recommendations should go forward (at this relatively late stage) to the Executive.

- 3.7 In considering the numbers of recommendations shown above, it is also worth pointing out that in respect of Wellington Cemetery (Confidential Appendix 11), although all three of the recommendations were accepted by the Executive, recommendation 3 contained a ten point action plan. However, only four points have been actioned or implemented.
- 3.8 The Review into how the Housing Service Tackles Anti-Social Behaviour and the Review into the Co-ordination of Services for Elderly people have seen the least action taken in accordance with the recommendations.
- 3.9 The Review into Employment Land has been the most successful with action being taken in accordance with all five of the recommendations made by the Task and Finish Group.

4. Finance Comments

- 4.1 The cost of implementing recommendations needs to be taken into account.

5. Legal Comments

- 5.1 Members and Officers need to be mindful of any legal requirements when implementing recommendations.

6. Links to Corporate Aims

- 6.1 The Task and Finish Reviews link in with the Council's Corporate Aims.

7. Environmental and Community Safety Implications

- 7.1 The recommendations from the Review into Renewable Energy and Energy Efficiency have implications in respect of Climate Change.

7.2 The Recommendations from the Review into How the Housing Service Tackles Anti-Social Behaviour has Community Safety implications.

8. Equalities Impact

8.1 Some of the reviews may have an implication.

9. Risk Management

9.1 Not applicable.

10. Recommendations

10.1 The Corporate Scrutiny Committee is asked to consider whether the two additional recommendations (detailed in paragraph 3.6 above) made by the Overview and Scrutiny Board in October 2008 in respect of the Review into How the Planning Service Delivers Large Housing Schemes should go forward to the Executive for approval.

10.2 The Corporate Scrutiny Committee is asked to consider whether the recommendations which have been accepted by the Executive, but where no action has been taken, should either be dismissed or referred to the relevant officers for action. A list of these recommendations, excluding those in confidential Appendix 11, can be found in Appendix 10.

10.3 The Corporate Scrutiny Committee is asked to consider if it would be appropriate for the Chairman of a Task and Finish Review, with support from the Scrutiny Officer, to be responsible for liaising with the relevant officers, three to six months after the final report has been presented to the Executive, to check on implementation progress.

10.4 The Corporate Scrutiny Committee is asked to consider how effective the Task and Finish Reviews have been and how the number of recommendations being actioned could be improved.

Contact: Erin Taylor
01823 356415
e.taylor@tauntondeane.gov.uk

Appendix 1

Review into Affordable Housing in Taunton Deane

This review was undertaken because there are more people in need of housing in Taunton Deane than the number of houses available. As a Housing Authority and Local Planning Authority, Taunton Deane has a duty to facilitate affordable housing delivery and provide social housing for those on its housing register. Recent housing needs assessments have demonstrated that supply of new affordable housing in Taunton Deane has not kept pace with demand.

The original membership of the review was:-

Councillor Ken Hayward (Chairman)
Councillor Bob Bowrah
Councillor David House
Councillor Chris Phillips
Councillor Alan Wedderkopp

Following the May 2007 elections, changes in the membership of the Council forced a change in the membership of this review as follows:-

Councillor Ken Hayward (Chairman)
Councillor Cliff Bishop
Councillor Bob Bowrah
Councillor Peter Critchard
Councillor Tony Floyd
Councillor David House

The Group originally agreed the following terms of reference:-

- (1) To Identify the issues and problems relating to the provision of affordable housing that require investigation; and
- (2) To make recommendations and policy suggestions to the Executive.

The Group expanded on the terms of reference laid down by the Strategic Planning, Transportation and Economic Development Panel and focused on eight themes:-

- Rural affordable housing, including,
 - Rural housing models; and
 - Community Land Trusts;
- The role of housing associations and the challenges they face;
- The role of, and challenges experienced by, private sector house-builders;
- Mortgages and mortgage provision;

- The role of the Planning Department;
- The role of the Housing Enabling team;
- The role of the Community Council;
- Examples of good practice in other local authorities;
- Land.

Self-build housing was omitted from the terms of reference due to a lack of available information.

What has happened?

The Task and Finish Group made the following eight recommendations:-

Recommendation 1

The Planning Department should look at the usefulness and feasibility of implementing a tariff approach to secure contributions from all housing developments.

Executive Decision

This was not feasible at the moment. It would require the development of a Special Planning Document which within the current timetable of delivery of the Local Development Framework (LDF) was not accounted for. It was also felt that it was not required. The Council had levels of development when provision of affordable housing “kicked in” and the flexibility to take either a cash contribution or the actual housing. The Section 106 Agreement Policy for the town centre was part of the LDF and this was well under way.

Action Taken

None.

Recommendation 2

The Housing Department should look at the usefulness and feasibility of pursuing a Community Land Trust (CLT) model in an appropriate area of Taunton Deane, bearing in mind that a CLT must exhibit the following key characteristics:-

- There needs to be a desire to pursue this from the community in question. This cannot be run “top-down” by local authorities;
- Any CLT must be owned, actually and figuratively, by the community;
- Public involvement and support from the beginning is essential;
- The district (and county) councils must genuinely support the aspirations and timetable of the community;
- CLT’s are not just about housing; they are about developing Communities;
- Needs dedicated, full time support; and
- It needs significant commitment from the community to be successful.

Executive Decision

There was no resource to support delivery of a CLT at this at this time. However the concept was agreed and it could be a valuable tool for delivering affordable housing in rural areas in the future. The Executive would bear this recommendation in mind until resources became available or an opportunity arose.

Action Taken

This option has been looked at in depth and has been ruled out as being very costly to the authority.

Recommendation 3

In acknowledging the work already done in developing the 'green' aspects of the new Regional Spatial Strategy, and following on from documents like the Taunton Protocol, the Council should redouble its efforts to promote energy efficiency and environmental sustainability in affordable housing developments, including working with developers.

Executive Decision

The Executive made no comment.

Action Taken

Yes this is being done. Taunton Deane currently delivers to Code Level 4 which exceeds the requirement of the current Building Regulations of Code Level 2. It is hoped that future dwellings will be constructed to an even higher code level.

Recommendation 4

The Housing Department should look again at the possibility of producing affordable housing on infill sites on its housing estates and other landholdings, which could include a pilot project to test the concept.

Executive Decision

This would be acceptable if there was the political will to do so. If not, it was still possible to look at brown-field sites on our housing estates on a case by case basis and reject the use of green land.

Action Taken

This is being done. Three schemes are going ahead for planning permission for redevelopment at Ruskin Close, Victoria Gate and behind Priorswood shops. In addition, the regeneration of part of the Halcon Estate, Taunton is actively being considered.

Recommendation 5

Homes delivered through the Affordable Housing programme must be managed effectively if they are to be a positive benefit for the community and residents. Therefore, the Housing Enabling Team should ensure it has an appropriate and effective working relationship with the Housing Management Teams of the local authority and its Housing Association partners, to ensure

that new affordable housing developments can be properly managed as well as meet our affordable housing need.

Executive Decision

The Executive made no comment.

Action Taken

This is of prime concern to the Housing Team. When considering a partnership, future management is a key factor in selection.

Recommendation 6

The Council, as lead partner in the development of affordable housing in Taunton Deane, keeps in mind the fact that mortgage companies are often put off mortgaging on complex financial models that may not be proven in the marketplace. Some models, however appropriate or useful to a developer or potential buyer, may make some tenures less accessible.

Executive Decision

The Executive made no comment.

Action Taken

That is still the case and the current economic downturn has worsened the situation. It is something that is always borne in mind.

Recommendation 7

That Taunton Deane should continue to be flexible when negotiating affordable housing allocations on housing schemes. For example, it is better to achieve one or two units rather than have a rigid protocol that is so strict it might stop a site being developed at all. This is particularly important where schemes are close to the Council's affordable housing threshold.

Executive Decision

This was not required. The Council needed a level when it could require the provision of affordable housing to “kick in” – it was helpful that this was based in policy (and in Government Planning Policy). Taunton Deane already had the flexibility to take less if a scheme was not financially viable to produce the target amount and cash could already be taken rather than bricks and mortar.

Action Taken

There is still not enough flexibility in the opinion of the Housing Enabling Manager.

Recommendation 8

Delivering Taunton Deane's affordable housing objectives can only be assured with continued and appropriate resourcing of the relevant parts of the Housing and Planning services.

Executive Decision

The Executive made no comment.

Action Taken

Resourcing still needs addressing especially in light of the recent Core Council Review.

Appendix 2

Task and Finish Review into Renewable Energy and Energy Efficiency

This review was set up at around the time of the 2007/2008 Climate Change Bill when the 'green' agenda was becoming more prominent in the policies of all the major political parties. It was noted that environmental issues will have a major impact on Councils, communities and business.

The membership of the review was:-

Councillor Catherine Herbert (Chairman)
Councillor John Bone
Councillor Norman Cavill
Councillor Ken Hayward
Councillor Peter Smith
Councillor Vivienne Stock-Williams
Councillor Phil Stone

The Overview and Scrutiny Board Commissioned this review on 4 October 2007 subject to the following terms of reference:-

- To understand the advantages and disadvantages of different types of renewable energy, and how they might be applied in Taunton Deane;
- To "case study" biomass as a renewable fuel. Biomass could offer a locally sourced renewable energy supply, with a specific positive effect on the local and rural economy;
- To propose a policy framework that will allow Taunton Deane to enable and facilitate sustained development of low and zero carbon energy production;
- To identify good and best practice that can be implemented in Taunton Deane;
- To find out what concerns exist about different renewable energy technologies, whether they are well founded, and what can be done to address those concerns; and
- To make recommendations on how Taunton Deane can anticipate, meet, and possibly exceed, renewable energy and low carbon obligations laid down by Central Government and other agencies.

At the first meeting of the Task and Finish Group, Members distilled the broad terms of reference into the following statement:-

'To understand the advantages and disadvantages of different types of renewable energy, their viability and funding and how that might be applied to Taunton Deane and promoted, especially with regard to:-

- Helping residents to embrace renewable energy;
- Helping developers to embrace renewable energy;
- What local authorities were able to go ahead and do'.

As the review progressed, it became apparent that energy efficiency was as important as renewable energy and the group consciously looked less closely at renewables and more closely at energy efficiency.

What has happened?

The Task and Finish Group made the following 11 recommendations. The response of the Executive to each recommendation is also shown.

Recommendation 1

The Review Group believes that the Council should encourage and be supportive of any efforts made to identify sites for viable commercial wind turbines.

Executive Decision

Wind turbines were not really feasible in Taunton Deane due to the lack of available and reliable wind speed and there were also planning constraints. It was not therefore really worth spending a lot of officer time on. The Executive did not wish to rule out the principle but no promises could be made.

Action Taken

None.

Recommendation 2

The Council should promote a trial of anaerobic digestion as a means of producing energy. A feasibility study should be carried out to determine the usefulness of commercial food waste for this purpose, which is currently land-filled.

Executive Decision

This was not the Council's responsibility except in Planning terms. There was no resource at this time to promote or pursue this recommendation. However, the Somerset Waste Partnership might have an interest and this recommendation should be flagged to the next meeting of the Somerset Waste Board (SWB). Any parties interested in this issue should also be directed to the SWB.

Recommendation not accepted.

Action Taken

Recommendation not accepted, therefore, no action taken other than referring to SWB.

Recommendation 3

The Council should look for and pursue opportunities to deliver viable biomass power generation on future developments where the Council has the power to influence; this should include its own buildings and housing stock. The Review Group was particularly impressed by the potential of miscanthus as an energy crop. West Somerset District Council's recent work using waste

wood-chip could also be a worthwhile bio-mass fuel.

Executive Decision

No comments made by the Executive.

Action Taken

Work in connection with the Planning Policy Statement No 1: Delivering Sustainable Development has been commissioned which will look at the potential for bio-mass use (amongst others) within Taunton Deane, towards setting targets for renewable energy application in the Core Strategy. We are also aware of some potential interest in the private sector for such development.

Recommendation 4

Taunton Deane Borough Council should implement this scheme where all householders are encouraged to complete a Home Energy Efficiency Questionnaire in return for two free energy efficiency light bulbs and a customised energy efficiency report for their home] in association with the relevant local Energy Efficiency Advice Centre to encourage and enable households to save energy and reduce their carbon footprint.

Executive Decision

A good idea, subject to resource availability.

Action Taken

Scheme not implemented, though forms were distributed as part of event run by Bristol Energy Advice Centre.

Recommendation 5

The Planning Department should prepare and publish a Supplementary Planning document, or similar policy or best practice guide, requesting or requiring those who submit planning applications to extend dwellings, to complete energy efficiency improvements as a requirement of receiving planning permission -where possible and practical. This requirement / guidance should include, but not be limited to, the following:-

- Cavity, wall, loft and floor insulation;
- Replacement of boiler if over a certain age;
- Upgrade of heating controls;
- Hot water insulation package;
- Draught stripping; and
- Energy efficient lighting.

Executive Decision

There was no capacity to publish a Supplementary Planning Document – and it was questioned whether it was actually required. The Code for Sustainable Homes is being implemented by Government and this was mandatory. The South West Regional Spatial Strategy (RSS) was applying these mandatory targets in advance of Central Government – so Taunton Deane would be ahead of the game in any event (unless the Secretary of State disallowed this

aspect of the RSS).

The Council would not be able to require it through Planning without the policy framework. However, the Council did already have the Taunton Protocol which could be used as a persuasive tool with developers. The Council could also look at what advice we provided for domestic applications on energy efficiency measures beyond what was required, but at the moment Planning resources are tied up delivering the Local Development Framework. In time, the intention of the recommendation would come about but it was not deliverable at the moment. Recommendation not accepted.

Action Taken

Recommendation not accepted, therefore, no action taken.

Recommendation 6

The Council should work with the local Energy Efficiency Advice Centre to set up an energy efficiency open day, perhaps in the style of the successful Affordable Housing Open Day, to promote energy efficiency, renewable energy and energy saving as it affects residents and businesses in Taunton Deane. This open day should be specifically set up to provide practical assistance for residents and businesses as well as information on the Climate Change agenda. This event must be properly advertised and promoted.

Executive Decision

No comments made by the Executive.

Action Taken

None – although a low level event was run by the Bristol Energy Advice Centre.

Recommendation 7

Taunton Deane should explore the possibility of appointing a Climate Change Officer. This post should include the following responsibilities and be appropriately placed in the structure of the organization to have the greatest impact and influence:-

- To promote the Council's Corporate Objective on Climate Change, renewable energy and energy efficiency (Objective 17, 2008-11 Corporate Strategy);
- To lead Taunton Deane's input into meeting the Local Area Agreement targets relating to Climate Change;
- To lead on producing, implementing and monitoring documents relating to Climate Change, renewable energy and energy efficiency; such as the Carbon Management Plan and Climate Change Strategy; and
- Service the "Green Groups" and keep them informed – see Recommendations 10 and 11.

Executive Decision

This recommendation would be considered as part of budget setting and in the light of the current recruitment freeze and Core Council Review. The

Executive was open to the usefulness of the post but this was dependent on resources and re-organization.

Action Taken

A temporary post of Strategy Officer (Climate Change) has been created and work to date has included the production of the Council's Carbon Reduction Strategy.

Recommendation 8

Taunton Deane should create a webpage to promote energy efficiency, renewable energy and the wider climate change agenda, with a direct link placed on the www.tauntondeane.gov.uk front page. This webpage should contain information on energy efficiency, renewable energy, the Council's approach to Climate Change and a list of contact details for relevant organizations and funding authorities.

Executive Decision

No comments made by the Executive.

Action Taken

None to date.

Recommendation 9

A leaflet containing details on how householders can access grants and other assistance to make their homes more energy efficient should be compiled. It should be distributed with the annual Council Tax demand. The leaflet should direct householders to the Energy Savings Trust website, and provide contact information to help householders not only make their homes more environmentally friendly, but possibly save money by doing so.

This recommendation was made during the review as an interim recommendation. It was adopted by the portfolio holder for Planning and Transportation and the leaflet was distributed with the 2008/2009 Council Tax demand.

The Group believes that the leaflet should now be distributed to all Council offices and, where possible, to officers who have direct contact with the public. In particular, the leaflet could have a role in tackling fuel poverty, and in correspondence between the Planning Department and applicants.

Executive Decision

The leaflet has already been distributed with notable results.

Action Taken

No further action.

Recommendation 10

The Council should set up a small informal "green group" of interested Councillors who can promote the green agenda within the Council, amongst other Members, and in the community at large. It should also act as a mechanism for feeding back the views and attitudes of the public and be

given the opportunity – without prejudice to other methods of consultation – to give feedback on “green” strategies that the Council develops, such as the Climate Change Strategy. This green group should be linked to the role of the Climate Change Officer (if Recommendation 7 is adopted).

Executive Decision

Both these groups (Recommendations 10 and 11) were already being set up. Care needed to be taken to ensure that they worked in tandem and did not duplicate efforts.

Action Taken

Member and officer working groups established and merged into a joint group.

Recommendation 11

In light of the financial **and** environmental cost of the CO2 footprint of Taunton Deane Borough Council, the Council should set up an informal volunteer “green group” amongst officers to promote and champion energy saving and green awareness at the Council to create an environmentally sustainable working environment.

Executive Decision

Both these groups (Recommendations 10 and 11) were already being set up. Care needed to be taken to ensure that they worked in tandem and did not duplicate efforts.

Action Taken

Initial meeting of volunteer Green Champions held, but not progressed. Group re-established following Transition Town awareness training. Meeting arranged with prospective Green Champions (Members and officers) scheduled for October 2009 to determine roles, and action plans. This Group have now met on a number of occasions and the Council’s Carbon Reduction Strategy has been formulated as a result.

Appendix 3

Review into Sustainable Transport

This review was proposed by the Leader of the Council as it linked with the Council's Corporate Priorities on Transport and Environment and was one of the ruling groups manifesto pledges.

The membership of the review was as follows:-

Councillor John Meikle MBE (Chairman)
Councillor Louise James
Councillor Alan Paul
Councillor Peter Smith
Councillor Stuart-Thorn
Councillor Denise Webber
Councillor Mary Whitmarsh

The group agreed the Terms of Reference as:-

“To examine the problems being experienced regarding traffic congestion within Taunton Town Centre and discuss sustainable transport policies adopted by Somerset County Council”

For instance:-

1. Examine whether staggered school-opening times could make a difference to peoples habits and car usage;
2. Invite a representative from the Highways Department regarding congestion and congestion management. Examine whether the alteration of traffic light sequences and timings depending on the day (whether it was a Bank Holiday or weekend) and time of day could affect congested areas within Taunton Town Centre;
3. Identify practicable ways of improving access to transport within both Taunton Town Centre and rural areas. Examine the 'Wivey' Link and any available accounts involved with this service;
4. Discuss how community transport works and who it helps;
5. Look at developments in 'demand led' transport such as the 'Slinky' and 'Nippy' service, which are flexible around the user;
6. Identify how car usage could be reduced, and identify practicable ways of promoting or improving the use in other methods of transport; and
7. Make recommendations to the Executive for consideration.

What has happened?

Recommendation 1

The Council should allocate the £25,000 funding available in the budget for Sustainable Transport initiatives towards the setup costs for the three 3-year demand responsive bus services currently being tendered by the County Council, namely:-

- Blagdon – Staplehay – Taunton;
- West Monkton – Hestercombe – Taunton; and
- Curry Mallet – West Hatch – Taunton

Decision

The Leader of the Council at the time, Councillor Ross Henley, made the decision to allocate the funds as per the recommendation.

Action Taken

These services are now running and were featured in the performance summary of what has been achieved over the last 12 months in “Your Guide 2009/2010”.

Appendix 4

A Review into Rural Sustainability

This review linked to several Corporate Priorities: Economy, Transport and Environment.

Some rural villages are becoming dormitories rather than communities. Rural communities are losing businesses that are extremely important for many people- particularly those without the use of a car or access to the internet etc.

The membership of the review was as follows:-

Councillor David House (Chairman)
Councillor Sue Lees
Councillor Gerry Guerrier
Councillor Vivienne Stock-Williams
Councillor John Thorne
Councillor Peter Watson

The Task and Finish Group agreed the following terms of reference:-

- To rename the Group 'Rural Sustainability Task and Finish Group';
- To understand the current situation in rural communities and how it affects different groups;
- To identify changes occurring in rural communities and why they are happening;
- To find out what rural communities want and to explore any alternative or innovative solutions to their problems;
- To identify who is best placed to deliver these solutions; and
- To discover how the Council and its partners could enable the delivery of improvements.

What has happened?

The Task and Finish Group met on a couple of occasions and realised that its terms of reference were not unique to Taunton Deane but related to other Somerset Districts too. The Group therefore made only one recommendation as follows:-

- This Task and Finish Review Group should end but the membership re-constitute as an informal sounding-board for development of cross-district economic development work between Taunton Deane and neighbouring local authorities.

Action Taken

There has been one joint meeting at the Williams Hall, Stoke St Gregory attended by Sedgemoor District Councillor Anne Fraser and officers from both Sedgemoor and South Somerset. In the past Sedgemoor had held local

village group meetings including the villages bordering Taunton Deane, particularly Burrowbridge and North Curry which had over boundary flooding problems. Following Steve Kendall's (a previous Economic Development Manager) departure nothing more has been done. If this is in any way carried forward it would best to contact the relevant staff in our adjoining Council's to hear their views.

Appendix 5

Review into how the Housing Service Tackles Anti-Social Behaviour (ASB)

This review was set up primarily in response to tenants approaching several Councillors who were frustrated about the Housing Officers being unable to put a stop to the nuisance and distress being caused to them as a result of anti-social behaviour in their area. The original purpose of this review is to examine how Taunton Deane's Housing Service deals with anti-social behaviour, specifically with regard to clauses in its tenancy agreements.

The membership of the review was as follows:-

Councillor Mary Whitmarsh (Chairman)
Councillor Bob Bowrah BEM
Councillor John Meikle
Councillor Tim Slattery
Councillor Nigel Stuart-Thorn
Councillor Nicola Wilson
Councillor Julie Wood

The Task and Finish Group agreed the following terms of reference:-

- To define anti-social behaviour and nuisance and to specifically focus on the role of the Housing Service;
- To identify ways of building confidence to help residents speak out, rather than tolerate the problems;
- To consider the current legal procedures and the length of time it can take to arrange an eviction and;
- To make recommendations to the Executive for consideration.

What has happened?

The Task and Finish Group made the following seven recommendations. The response of the Executive to each recommendation is also shown.

Recommendation 1

The Council should sign up to the 'Respect' Standard for Housing Management as soon as possible.

Executive Decision

Recommendation accepted.

Action Taken

The profile of the Standard is now far lower nationally but following the Task and Finish Group it was seen as connected to a new impetus stimulated by the

implementation of Recommendation 4 (below).

Recommendation 2

A skills audit of Estate Officers should be carried out to identify and meet any training needs in respect of dealing with anti-social behaviour.

Executive Decision

Recommendation accepted.

Action Taken

This was planned to coincide with the implementation of Recommendation 4 (below), in order to facilitate recruitment to a new ASB team. However, it was not feasible to undertake this during the Core Council Review, although proposals were submitted. It is still something that is being considered, but there are funding issues which would mean that creating two Specialist Anti-Social Behaviour Officer posts would mean reducing the Estate Officer posts from ten to eight. It also needs to be considered across the theme following the Core Council Review.

Recommendation 3

There should be a close and swift working liaison between the Council's Estate Officers and its Legal Team to tackle anti-social behaviour as soon as possible.

Executive Decision

Recommendation accepted.

Action Taken

It does exist. However, it could be improved by the Enforcement Solicitor becoming part of a specialist team.

Recommendation 4

As part of the Core Council Review, the Council should look at creating a dedicated Anti-Social Behaviour Team for Housing.

Executive Decision

Recommendation accepted.

Action Taken

See Recommendation 2.

Recommendation 5

To look at the feasibility of using Introductory Tenancies. This however, may be complicated by the imminent introduction of Choice Based Lettings.

Executive Decision

Recommendation accepted.

Action Taken

It is an option. However, the organisational set up following the Core Council Review is an obstacle which has not yet been addressed.

Recommendation 6

The Council should look at the usefulness and feasibility of introducing parental programmes that have been shown to impact on anti-social behaviour.

Executive Decision

Recommendation accepted.

Action Taken

See Recommendation 5.

Recommendation 7

The Council should continue to publicise its successes in dealing with specific cases of anti-social behaviour in its housing stock.

Executive Decision

Recommendation accepted.

Action Taken

This is already being done for more serious cases. Eviction is a rare occurrence but when there is an opportunity to publish punitive measures taken, the Council does take advantage.

Appendix 6

A Review into the Planning Departments Role in Delivering Large Housing Schemes

This review was set up in response to calls from several Councillors to investigate the role of the Council's Planning Department in realising large housing developments and what if anything could be done to improve or speed up the process.

The membership of the review was as follows:-

Councillor Bishop (Chairman)
Councillor O'Brien
Councillor Mrs Court-Stenning
Councillor Farbahi
Councillor Mrs Hill
Councillor House
Councillor P. Smith

The Group agreed the following terms of reference:

- Define 'large' housing schemes;
- Consider the difficulties being experienced under current practice;
- Identify practicable ways of improving the current system of operating;
and
- Make recommendations to the Executive for consideration.

What has happened?

The Task and Finish Group made the following nine recommendations. The response of the Executive to each recommendation is also shown.

Recommendation 1

The Council should seek advice from, and work with, the Advisory Team for Large Applications (ATLAS) on major housing or mixed use developments.

Executive Decision

Recommendation accepted.

Action Taken

We are working with ATLAS. However this is limited due to the number of developments coming forward.

Recommendation 2

The Council should enact the Large Application Charter suggested by ATLAS. The Charter should also be developed in consultation with the Overview and Scrutiny Board and the appropriate Executive Councillor for later inclusion in the Statement of Community Involvement. A protocol should be developed to facilitate Member involvement in major planning applications at the pre-application stage.

Executive Decision

Recommendation accepted

Action Taken

The Planning Department has been looking at doing something similar in partnership with the other local authorities which is progressing.

Recommendation 3

Appropriate consultants should be used to support the needs of Taunton Deane Borough Council on viability issues.

Executive Decision

Recommendation accepted.

Action Taken

The Council no longer work with Sector. There has not been the need to use consultants recently due to the lack of developments being brought forward during the economic downturn.

Recommendation 4

Wherever possible, "Heads of Terms" for Planning Obligations should be agreed with the developer before a planning application is submitted.

Executive Decision

Recommendation accepted.

Action Taken

This does happen wherever possible and in the majority of cases for large developments.

Recommendation 5

The "clawback" process should be used in appropriate cases to protect Council interests where necessary. If such arrangements were made, benefits should accrue on the actual rather than the forecast returns.

Executive Decision

Recommendation accepted.

Action Taken

This has not had to be used yet.

Recommendation 6

The Overview and Scrutiny Board and the appropriate Executive Councillor should be consulted on the suggested Planning Obligations procedure to be incorporated in the Local Development Framework.

Executive Decision

Recommendation accepted

Action Taken

We have commissioned Three Dragons and Roger Tym to prepare a Planning Obligations Supplementary Planning Document for the Core Strategy, but work on this will start later this year following completion of the Infrastructure Delivery Plan and be completed by next summer (2011).

Recommendation 7

The “open book” procedure will be mandatory as part of the guidelines.

Executive Decision

Recommendation accepted.

Action Taken

It is mandatory.

Recommendation 8 (this recommendation was added by the Overview and Scrutiny Board on 13 October 2008)

The Planning Department need to be more adequately resourced to deliver large planning schemes more quickly.

Action Taken

The Planning Department resource has been considered through the Core Council Review. This has meant a reduction in overall resource, although it is recognised that resources may need to be increased in the future should workloads increase as the economy recovers.

Recommendation 9 (this recommendation was added by the Overview and Scrutiny Board on 13 October 2008)

A protocol regarding the involvement of Members in pre-application discussions on major applications should be developed as suggested by the Task and Finish Review.

Action Taken

Traditionally the advice has always been that Members should avoid involvement in pre-application discussions. However, the Government’s advice is now changing that they should be involved - which poses the dilemma of how this should happen without the danger of accusations of pre-judgement and bias. A protocol would need to be put in place before Members could become involved at the pre-application stage.

Appendix 7

Review into the Co-ordination of Services for Older People

This review was set up as Members were keen to look at the current situation with regard to the co-ordination of services for older people and how changes over the next decade in the demographic will see an increased need for certain services.

The Review did not investigate the quality of services but looked at ways of improving the co-ordination between services and maximising take up.

The membership of the review was as follows:-

Councillor Danny Wedderkopp (Chairman)
Councillor Gloria Copley
Councillor Terry Hall
Councillor Sue Lees
Councillor Joanna Lewin-Harris
Councillor Elaine Waymouth

The Group met for the first time on 4 December 2007 and held 6 meetings in total.

The Group agreed the following terms of reference:-

The Review Group agreed to broadly define older people for the purposes of this review, as anyone over the age of 65, or over 55 if economically inactive. However, the Review Group was conscious that this definition may change as evidence was gathered, so chose to use it merely as a starting point.

The Review Group also defined “co-ordination” as:-

- Being best able to reach the target group whoever they are; and
- Effectively creating links between the target group and the organization providing the service.

The Review Group chose to focus purely on services for older people provided by the voluntary sector or Taunton Deane, but would speak to the wider statutory sector i.e. Somerset County Council.

The Review Group agreed that the review’s objectives should be:-

- To identify the current services for older people;
- To understand the challenges that lay ahead for the providers of services for older people in Taunton Deane;

- To investigate whether there was a problem with the co-ordination of services for older people and, if so, to recommend how those services could avoid duplication or gaps in provision.

What has happened?

The Task and Finish Group made the following seven recommendations. The response of the Executive to each recommendation is also shown.

Recommendation 1

This Task and Finish report should be presented to the Taunton Deane Local Strategic Partnership to demonstrate the importance of considering the needs of older people in its work.

Executive Decision

Recommendation accepted.

Action Taken

No action has been taken to date. However, the Strategy Lead would be happy to pick this up, but a scoping exercise would need to be undertaken first.

Recommendation 2

The Council recognises the potential of the voluntary sector to add value to the services provided by the statutory sector and will look at establishing better mechanisms for working with the voluntary sector and promoting and encouraging their work.

Executive Decision

Recommendation accepted.

Action Taken

This does not appear to have been progressed.

Recommendation 3

The Council will provide an officer representative to the Local Implementation Team.

Executive Decision

Recommendation accepted.

Action Taken

None to date.

Recommendation 4

The Council should ensure that Taunton Deane Neighbourhood Care continues to be appropriately and sufficiently funded to provide its service to all who need it, particularly those who cannot use the service without financial assistance.

Executive Decision

Continued funding for Neighbourhood Care would need to be considered through the forthcoming Budget Setting exercise.

Action Taken

The amount allocated in the budget for Neighbourhood Care is £10,000.

Recommendation 5

The Council should continue to respect the rights of elderly tenants to remain in their homes, even if they are under-occupying. Incentives rather than penalties should be used when attempting to persuade elderly tenants to downsize or move into sheltered housing.

Executive Decision

Recommendation accepted.

Action Taken

Financial incentives (not penalties) have always been offered and the Council does promote supporting elderly people to stay in their homes. However, the Sheltered Housing Manager would like to see more promotion of sheltered and extra care housing. The waiting list for sheltered housing is relatively short as the average tenancy is only two years.

Recommendation 6

The Council should support a Member Champion who will promote and represent the needs of older people, particularly those who are 'hard to reach'. This person must be someone who not only understands the issues relating to older people, but can also intelligently and effectively challenge projects, initiatives and day-to-day operations of the Council.

Executive Decision

Recommendation accepted.

Action Taken

Councillor Mrs Floyd took was nominated to do this. However, she no longer wishes to continue in this role.

Recommendation 7

The Review Group wishes to re-iterate the importance of equalities impact assessments that take account of the needs of older people and to provide training to officers and Councillors on older people's equalities issues, where appropriate.

Executive Decision

Recommendation accepted.

Action Taken

All Council Staff and Councillors should have received Equality and Diversity training as a matter of course. The Sheltered Housing Manager has advised

that staff often come across prejudicial behaviour from tenants. Staff have been advised to challenge this behaviour but further training is needed to help staff deal with this issue. The Sheltered Housing Manager also has concerns about some residents feeling socially isolated, in particular if they have been subjected to prejudicial behaviour from other tenants. The Voluntary Sheltered Housing Forum is not given enough recognition in the opinion of the Sheltered Housing Manager.

Appendix 8

A Review into the funding of The Brewhouse Theatre

This review was set up to address the substantial and serious budget gap that the Brewhouse was facing. Over the years the Brewhouse overheads have continually increased whilst funding has decreased. The situation could not continue if the Brewhouse was to survive.

The membership of the review was as follows:-

Councillor John Meikle (Chairman)
Councillor Anthony Beaven
Councillor Mrs Gloria Copley
Councillor Mrs Joanna Lewin-Harris
Councillor Miss Louise James
Councillor Mrs Mary Whitmarsh

The group agreed the following term of reference:-

- To recommend a sustainable future for the Brewhouse Theatre, with the role of amateur companies explored as one of the issues.

What has happened?

The Task and Finish Group made the following three recommendations:-

Recommendation 1

The Council should alter its grant to £200,000 per year, subject to the following conditions:-

- The Section 151 Officer was satisfied with the Business Plan;
- The Amateur Groups had a greater involvement (including choice of theatre dates);
- The Trustees moved towards further numbers of volunteers to assist in the reduction of staff costs; and
- The Tourist Information Centre be removed from the budget for the forthcoming year.

Recommendation 2

The Brewhouse Management engaged and actively worked with Taunton Deane and the community to encourage and provide new links to other cultural organisations.

Recommendation 3

The Board of the Brewhouse accepted the re-introduction of a Taunton Deane Monitoring Panel to meet with them monthly. Such information to be effectively transmitted to all Councillors.

Executive Decision

The Executive resolved that the recommendations of the Task and Finish Group as agreed by the Community Scrutiny Committee be amended and replaced with the following:-

1. An additional grant of £50,000 be provided in the current financial year to the Brewhouse Theatre funded from vacancy savings in Theme 1 of the Core Council Review (£10,000), unallocated Local Authority Business Growth Initiatives funding (£10,000) and an interest policy change (£30,000) and serious consideration is given in next years budget setting process to an additional allocation of £50,000 for 2010/2011 to the Brewhouse Theatre;
2. The management of the Brewhouse Theatre be required to engage and actively work with Taunton Deane to encourage and provide new links to other organisations;
3. In particular, the management of the Brewhouse Theatre be required to work with the Youth Service to find a potential solution within the building for joint location. An agreement to be in place by September 2009;
4. Works with Taunton Deane in connection with the joint location of the Tourist Information Centre (TIC) be progressed, together with works to enable Taunton Deane to formulate a robust business plan for the possible move by September 2009;
5. Arrangements be put in place to enable the amateur groups to have a greater involvement in the Brewhouse Theatre;
6. A plan for the further use of volunteers be developed;
7. A monthly reporting mechanism to Taunton Deane be agreed; and
8. The management of the Brewhouse Theatre be required to move the staff car parking off site permanently so that the works to the area to the side and at the front of the theatre could be upgraded; and
9. The Brewhouse should have more young people making use of the building.

Action Taken

- The additional grant of £50,000 was provided last financial year. The

Brewhouse were also successful in securing the Sustain funding of approximately £400,000.

- Possible links with other groups including the Youth Service have been explored. However, there is no funding to proceed further at this time.
- There are no current plans to re-locate the Tourist Information Centre in the near future.
- The Brewhouse Monitoring Group meet quarterly before the main meeting of the Board of Trustees. The Group was set up as one of the controls to monitor and update Taunton Deane on the Brewhouse's funding and financial position. Councillors Anthony Beaven and Alan Paul attend to observe. An annual Service Level Agreement has also been produced.
- The Staff car parking has now been permanently moved off site.

Appendix 9

Employment Land Task and Finish Review

This review was set up to identify sites for development of employment sites in the short, medium and long term. It is felt that the lack of available space has led to a number of missed opportunities for inward investment and companies have relocated.

The membership of the review was as follows:-

Councillor Norman Cavill (Chairman)
Councillor Habib Farbahi
Councillor Terry Murphy
Councillor Jayne O'Brien
Councillor Mrs Vivienne Stock-Williams
Councillor Mrs Mary Whitmarsh
Councillor John Williams

The Group agreed the following terms of reference:-

- Review the Strategic Employment Sites currently available and recommend whether they ought to remain in the Local Plan;
- Identify locations for alternative Strategic Employment Sites which could be more readily available for a wide range and types of businesses;
- Establish what could be achieved through the preparation of the current Local Development Framework (LDF) whilst considering how lengthy potential delays to land coming forward for development may be overcome;
- Undertake consultations with interested parties;
- To consider how we should work with statutory bodies such as the Highways Agency and others to enable any proposed sites to be brought forward; and
- Make recommendations to the Executive.

What has happened?

The Task and Finish Group made the following five recommendations. The response of the Executive is also shown.

Recommendation 1

In line with Circular 02/2009, the Council should initiate discussions with landowners and developers for the release of immediate short term employment land opportunities at Nerrols, Creech Heathfield and Walford Cross and other suitable sustainable sites for up to 5,000 square metres (around 2 hectares per site). Such discussions should aim to encourage the owners of land to release sites to businesses, wherever possible, on a freehold rather than a leasehold basis;

Executive Decision

Recommendation Accepted

Action Taken

Discussions have started but there are no outcomes as yet.

Recommendation 2

In line with Circular 02/2009, the threshold for out-of-centre office proposals for requiring a sequential assessment be raised to 1,000 square metres. This should enable additional windfall opportunities to come forward in the short term;

Executive Decision

Recommendation Accepted

Action Taken

Yes, some sites which would have previously been discounted may have now been accepted. See Confidential Appendix 11

Recommendation 3

A strategic employment site of about 25 hectares with good access to both the M5 Motorway and the A358 should be brought forward in the medium/long term, through the LDF. The Council recognise that it needed to collaborate closely with all relevant agencies if it wished to build in flexibility into the Core Strategy. The owners of any potential site identified should again be encouraged to release sites to businesses, wherever possible, on a freehold rather than a leasehold basis;

Executive Decision

Recommendation Accepted.

Action Taken

The junction is being considered within the Core Strategy.

Recommendation 4

To progress a strategic employment site it was also recommended that a Working Group be set up and led by the Strategic Director, involving Economic Development, Project Taunton and representatives of all relevant agencies, a Councillor representative and others as appropriate with the purpose of developing an evidence base and proposal for the LDF Core Strategy. Consideration should be given to a representative from Sedgemoor District Council being invited to sit on the Working Group. As part of this process there should be community engagement with the parishes that would be affected. It was recommended that the strategic employment site should provide opportunities for major inward investment and relocation of existing sites to Taunton. It was accepted development (non Class A1) would be necessary to fund the initial infrastructure to open up the site, but the total proportion of floor space for such uses should remain ancillary (around 10%)

and focus on medium sized office suites (300 – 1,000 square metres) in order to remain consistent with Government policy and to avoid undermining Firepool as the strategic office site for the Taunton Strategically Significant City and Town (SSCT). Such a Working Group should report back to the Corporate Scrutiny Committee within 4 months, with a progress report;

Executive Decision

Recommendation Accepted

Action Taken

There have been discussions between all relevant agencies and officers included in the first consultation of the Core Strategy. Urban Initiatives have been employed to look at all growth areas for Taunton. A specific working group has not been set up but discussions are ongoing. Deliverability is a key concern with the lack of public investment.

Recommendation 5

The Executive be requested to identify the specific partners for the Working Group which would be led by Taunton Deane with the process and reporting back arrangements (to ensure progress was measured) being led by the Strategic Director, Joy Wishlade.

Executive Decision

Recommendation Accepted.

Action Taken

No particular changes specified. However, the officer group looks at employment land, future growth of employment and land requirements as part of the Urban Initiatives work.

Appendix 10

List of approved recommendations where no action has been taken

Review into Affordable Housing

Recommendation 8

Delivering Taunton Deane's affordable housing objectives can only be assured with continued and appropriate resourcing of the relevant parts of the Housing and Planning services.

Review into Affordable Energy and Energy Efficiency

Recommendation 6

The Council should work with the local Energy Efficiency Advice Centre to set up an energy efficiency open day, perhaps in the style of the successful Affordable Housing Open Day, to promote energy efficiency, renewable energy and energy saving as it affects residents and businesses in Taunton Deane. This open day should be specifically set up to provide practical assistance for residents and businesses as well as information on the Climate Change agenda. This event must be properly advertised and promoted.

Recommendation 8

Taunton Deane should create a webpage to promote energy efficiency, renewable energy and the wider climate change agenda, with a direct link on the www.tauntondeane.gov.uk front page. This webpage should contain information on energy efficiency, renewable energy, the Council's approach to Climate Change and a list of contact details for relevant organizations and funding authorities.

Review into Rural Sustainability

Recommendation 1

This Task and Finish Review Group should end but the membership re-constitute as an informal sounding-board for development of cross-borough economic development work between Taunton Deane and neighbouring local authorities.

Review into How the Housing Service Tackles Anti-Social Behaviour (ASB)

Recommendation 2

A skills audit of Estate Officers should be carried out to identify and meet any training needs in respect of dealing with anti-social behaviour.

Recommendation 4

As part of the Core Council Review, the Council should look at creating a dedicated Anti-Social Behaviour Team for Housing.

Recommendation 5

To look at the feasibility of using Introductory Tenancies. This however, may be complicated by the imminent introduction of Choice Based Letting

Recommendation 6

The Council should look at the usefulness and feasibility of introducing parental programmes that have been shown to impact on anti-social behaviour.

A Review into the Planning Departments Role in Delivering Large Housing Schemes**Recommendation 3**

Appropriate Consultants should be used to support the needs of Taunton Deane Borough Council on viability issues.

Recommendation 5

The “clawback” process should be used in appropriate cases to protect Council interests where necessary. If such arrangements were made benefits should accrue on the actual rather than the forecast returns.

Review into the Co-ordination of Services for Older People**Recommendation 1**

This Task and Finish report should be presented to the Taunton Deane Local Strategic Partnership to demonstrate the importance of considering the needs of older people in its work.

Recommendation 2

The Council recognises the potential of the voluntary sector to add value to the services provided by the statutory sector, and will look at establishing better mechanisms for working with the voluntary sector and promoting and encouraging their work.

Recommendation 3

The Council will provide an officer representative to the Local Implementation Team.

Recommendation 6

The Council should support a Member Champion who will promote and represent the needs of older people, particularly those who are ‘hard to reach’. This person must be someone who not only understands the issues relating to older people, but can also intelligently and effectively challenge projects, initiatives and day-to-day operations of the council.

Recommendation 7

The Review Group wishes to re-iterate the importance of equalities impact assessments that take account of the needs of older people, and to provide

training to officers and Councillors on older people's equalities issues, where appropriate.

A Review into the funding of The Brewhouse Theatre

Recommendation 2

The management of the Brewhouse Theatre be required to engage and actively work with Taunton Deane to encourage and provide new links to other organisations;

Recommendation 5

Arrangements be put in place to enable the amateur groups to have a greater involvement in the Brewhouse Theatre;

Recommendation 6

A plan for the further use of volunteers be developed;

Recommendation 7

A monthly reporting mechanism to Taunton Deane be agreed.

10/11/2010, Report:Review of Essential Users and Car Allowances

Reporting Officers:Martin Griffin

10/11/2010, Report:Quarterly Corporate Performance/Finance Update (Quarter 2)

Reporting Officers:Dan Webb

10/11/2010, Report:Control of parking on TDBC Public Spaces

Reporting Officers:Joy Wishlade

10/11/2010, Report:Review of Housing Property Service

Reporting Officers:James Barrah

10/11/2010, Report:Delegation of SW1 Shareholder powers in relation to new business/partners

Reporting Officers:Richard Sealy

10/11/2010, Report:Firepool Compulsory Purchase Order

Reporting Officers:Joy Wishlade

01/12/2010, Report:Treasury Management Update 2010/2011 and Minimum Reserve Position for 2010/2011

Reporting Officers:Shirlene Adam

01/12/2010, Report:Fees and Charges 2011/2012

Reporting Officers:Maggie Hammond

01/12/2010, Report:Savings Delivery Plans 2011/2012

Reporting Officers:Maggie Hammond

01/12/2010, Report:Deane DLO Internal Transformation - Interim Business Case

Reporting Officers:Brendan Cleere

01/12/2010, Report:Future Use of Flook House, Taunton

Reporting Officers:James Barrah

07/12/2010, Report:Proposed Regeneration of the Halcon Area of Taunton

Reporting Officers:Lesley Webb

19/01/2011, Report:Council Tax Base 2011/2012

Reporting Officers:Paul Fitzgerald

16/02/2011, Report:Quarterly Corporate Performance/Finance Update (Quarter 3)

Reporting Officers:Dan Webb

16/02/2011, Report:Taunton Town Centre Supplementary Planning Document

Reporting Officers:Tim Burton

16/02/2011, Report:General Fund Revenue Estimates 2011/2012

Reporting Officers:Paul Fitzgerald

16/02/2011, Report:Housing Revenue Account, Revenue Estimates and Rent Levels and Deane Helpline for the 2011/2012 Financial Year

Reporting Officers:Paul Fitzgerald

16/02/2011, Report:Capital Programme 2011/2012 onwards

Reporting Officers:Paul Fitzgerald

16/02/2011, Report:Council Tax Setting 2011/2012

Reporting Officers:Paul Fitzgerald

16/02/2011, Report:Core Strategy and Infrastructure Delivery Plan

Reporting Officers:Ralph Willoughby-Foster

16/03/2011, Report:Review of Choice Based Lettings Scheme

Reporting Officers:Stephen Boland