

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 19 January 2011 at 18:15.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Executive held on 1 December 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 Improvements to the High Street, Taunton. Report of the Strategic Director (attached).
Reporting Officer: Joy Wishlade
- 6 Halcon North Regeneration Project Progress Report. Report of the Growth and Development Manager (attached).
Reporting Officer: Tim Burton
- 7 General Fund Earmarked Reserves. Report of the Strategic Finance Officer (attached).
Reporting Officer: Maggie Hammond
- 8 Council Tax Base 2011/2012. Report of the Financial Services Manager (attached).
Reporting Officer: Paul Fitzgerald
- 9 Review of the location of the Taunton Tourist Information Centre. Report of the Economic Development Specialist (attached).
Reporting Officer: David Evans
- 10 Somerset Waste Partnership Business Plan. Report of the Strategic Director (attached). Please also see the confidential appendix at agenda item No. 12.
Reporting Officer: Shirlene Adam
- 11 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.

- 12 Somerset Waste Partnership Business Plan - Confidential Appendix (attached).
Also see agenda item No. 10.
Paragraph 3 - Financial and Business Affairs.

Reporting Officer: Shirlene Adam

- 13 Flook House, Station Road, Taunton. Report of the Asset Planning Manager,
Southwest One, Property and FM (attached).

Reporting Officers: Alison North
John Sumner

Tonya Meers
Legal and Democratic Services Manager

18 January 2011

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.

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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 (Leader of the Council)
Councillor J Lewin-Harris (Portfolio Holder - Communications and Community Leadership)
Councillor T Hall (Portfolio Holder - Corporate Resources)
Councillor N Cavill (Portfolio Holder - Economic Development and the Arts)
Councillor K Hayward (Portfolio Holder - Environmental Services)
Councillor J Adkins (Portfolio Holder - Housing Services)
Councillor M Edwards (Portfolio Holder - Planning and Transportation)
Councillor C Herbert (Portfolio Holder - Sports, Parks and Leisure)

Executive – 1 December 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), Brendan Cleere (Strategic Director), Lizzie Watkin (Management and Financial Accounts Operations Manager), Maggie Hammond (Strategic Finance Officer), Paul Fitzgerald (Financial Services Manager), James Barrah (Community Services Manager), Tim Burton (Growth and Development Manager), Brian Gibbs (DLO Theme Manager), Chris Hall (Highways and Cleansing Manager/DLO Transformation), David Evans (Economic Development Specialist), Tonya Meers (Legal and Democratic Services Manager) and Richard Bryant (Democratic Services Manager).

Also present: Councillors Gaines, Henley, Morrell, Stuart-Thorn, A Wedderkopp and Mrs Wilson

(The meeting commenced at 6.15 pm.)

112. Minutes

The minutes of the meeting of the Executive held on 10 November 2010, copies of which had been circulated, were taken as read and were signed.

113. Public Question Time

(a) Mr Roger House referred to agenda item No.7 and asked whether this report should have included an additional paragraph covering planned changes to that spending Taunton Deane would carry out acting "like a parish council" in Taunton's Unparished Area?

At this time of year Town and Parish Councils across Somerset would be considering and then publishing their spending intentions for community halls, playing fields, allotments and parish administration ahead of the local elections next year - this information being given in addition to the Annual Council report and Tax Setting booklet.

Can those in the Unparished Area have an equal annual report of planned spending balanced by tax raising via the local precept or district administered funds with implications of any caps on spending explained? This would not only be helpful to local residents but also to the Ward Councillors who should be aware of the spending strategy in the Unparished Area.

In response, the Chairman (Councillor Williams) thanked Mr House for his questions. He promised that a full written reply would be prepared and sent to Mr House in due course.

(b) The Democratic Services Manager, Richard Bryant, read out the following question from a member of staff who, through illness, had not been able to attend the meeting:-

“In relation to the Savings Plan Reference T1-22 contained in the confidential pink papers, I would like to ask if Members are aware that although it is recommended that the post be re-designated, the current post holder will not be automatically slotted in to the post, due to the lower grade? If this “saving” is approved the post holder will be made redundant.”

The Chairman stated that this question would be taken into account when the confidential report was discussed by the Executive.

114. Declaration of Interests

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

115. Treasury Management Update 2010/2011 and Minimum Reserve Position for 2011/2012

Submitted report previously circulated, on the Treasury activity of the Council in the first six months of the current financial year which focussed primarily on debt and investments.

The Council's Debt, as at 30 September 2010, stood at £15,000,000. £6,000,000 would be repaid to the Public Works Loans Board (PWLB) on maturity (£6,000,000 temporary borrowing). The options as to the cost of borrowing were currently being reviewed in conjunction with the Council's Treasury Advisors due to the Comprehensive Spending Review and the impact of the increased rates on PWLB variable rate loans.

It was noted that the Bank of England had continued to maintain the low base rate of 0.5% during the first half of the financial year. This had been to aid stability to the economy and aid growth following the period of recession the world economy had experienced. It was anticipated that this rate would remain at this low level for the remainder of 2010/2011.

Reported that current outstanding investments amounted to £20,800,000, details of which were submitted. The average rate of interest achieved had been in the range of 1.85% - 1.22% which equated to approximately £96,000 in interest income.

Further reported that before the start of each financial year, the Council was required to determine the basis on which it would make provision from revenue for the repayment of borrowing undertaken for the purpose of financing capital expenditure. This annual provision, known as Minimum Revenue Provision (MRP), was designed to ensure that authorities made prudent provision to cover the ongoing costs of their borrowing.

In 2008, the Government became less prescriptive offering Councils a number of options for calculating MRP.

For the financial year 2010/2011, the Council determined to calculate MRP as follows:-

- for supported borrowing, 4% on outstanding debt; and
- for unsupported borrowing, the debt associated with asset divided by the estimated useful life of the asset.

It was proposed that this should be retained for 2011/2012.

Resolved that:-

- (1) The Treasury Management position for the first six months of 2010/2011 be noted; and
- (2) Full Council be recommended to agree to the basis of calculating the Minimum Revenue Provision in 2010/2011 being retained for 2011/2012.

116. **Fees and Charges 2011/2012**

Considered report previously circulated, which set out the proposed fees and charges for 2011/2012 for the following services:-

- Cemeteries and Crematorium – It was proposed to increase the main cremation fee by £20 to £570 and make minor increases for other charges within the service. It was estimated that this would generate additional income of £44,000;
- Waste Services – For garden waste bins, the fee would not be increased, but the cost of 10 garden waste sacks would be increased from £20 to £25;
- Land Charges – It was proposed to keep Land Charges fees the same as the current year. This was in line with Government expectations that the service should break even;
- Housing and Deane Helpline – It was proposed to increase all charges by 4.6% which was likely to generate additional income of £59,000 for the Housing Revenue Account;
- Licensing – Many licensing fees were set nationally and much of the income derived resulted from these fees. However, where there was local flexibility to set an appropriate amount, the proposed increases sought to ensure that Taunton Deane's costs in administering and enforcing such licenses were adequately met from the income received. Noted though that great care had to be taken to set an appropriate rate as many of the licensing fees and charges were deliberately balanced. If rates went up too much, this could easily suppress the market and lead to an overall reduction in income. It could also encourage more illegal and therefore unregulated trading resulting in greater risk to public safety. The maximum realistic revenue increase was estimated to be in the region of £3,850;

- Planning – It was proposed to increase pre-application advice and charges which would generate additional income estimated at £10,000;
- Car Parking Charges – The proposed charges relating to the Car Park Service would be subject to consideration by the Traffic Regulation Orders Panel in January 2011;
- Environmental Health – most of the Environmental Health Charges were set by statute, so increases under local arrangements were not possible. A review had taken place and it had been decided not to increase these charges for 2011/2012.

The proposed fees and charges had been considered by the Corporate Scrutiny Committee on 18 November 2010 at its comments in relation to Waste Services and Crematorium Fees for children were submitted.

Resolved that Full Council be recommended to approve the proposed fees and charges, for 2011/2012.

117. **Medium Term Financial Plan Update and 2011/2012 Savings Delivery Plans**

Considered report previously circulated, which provided the latest Medium Term Financial Plan (MTFP) position and details of the proposed Savings Delivery Plans.

(a) MTFP Update and the General Fund Budget Gap

Initial assessment of the MTFP, as reported to Corporate Scrutiny on 21 October 2010, had shown an estimated Budget Gap of £1,151,000 in 2011/2012, potentially rising to an estimated £5,400,000 by 2015/2016.

In arriving at these estimates, the following assumptions had been included:-

- Inflation across various cost types;
- General Government grant reductions (estimated 40% (37% real terms) over four years pre-Comprehensive Spending Review (CSR) announcements);
- Impact of existing budget pressures and savings;
- Implications of transfer of Concessionary Travel responsibility to the County Council;
- Impact of VAT increase to 20% from January 2011; and
- Initial estimates of reduced Waste Services costs due to Sort It+ rollout in other Districts

In accordance with the Budget Strategy, Managers had been asked to focus on identifying 10% savings in 2011/2012, and to develop a longer term strategy for addressing the financial pressures expected to be faced over the subsequent four years.

Alongside the above, work would be continued over the next few weeks on detailed budget estimates work. This would include significant analysis of the CSR when the Provisional Settlement was announced in early December 2010.

(b) Comprehensive Spending Review

Reported that the Government had delivered its headline announcements regarding the CSR during October 2010. This set out real terms reductions of 28% across local authority budgets over the next four years.

The current MTFP assumptions were based on a 10% reduction each year for the next four years or 40% in total (approx 37% in 'real terms').

Noted that although the figures nationally were 28% over four years, district authorities had tended to fair less favourably than County and Unitary authorities in past grant settlements, and indications from the Government were that funding reductions would be weighted towards the earlier years.

Rather than speculatively change the MTFP assumption at this stage, it was considered appropriate to await the detailed information expected with the Provisional Settlement announcement in early December 2010.

Further reported that the Government was releasing some financing information on a piecemeal basis. For example:-

- Consultation on New Home Bonus, a prospective general grant income to local authorities linked to housing development, issued 12 November 2010; and
- Consultation on potential changes to Planning Fees regime, issued 15 November 2010.

These proposals and their potential financial implications would be reviewed to inform the Council's consultation response.

At this stage the key message was that there was still a significant amount of uncertainty surrounding the overall funding from the Government in the form of general formula funding and other Government grants.

(c) Savings Targets and Delivery Plans

As part of the 2011/2012 Budget Strategy, Theme Managers had been issued with Savings Targets totalling £1,134,000.

Submitted a range of savings options for consideration which included a combination of service reductions, efficiency savings and other savings. Details of the draft General Fund savings options were reported and these were discussed.

During the consideration of this item, the Executive **resolved** that the press and public be excluded from the meeting for the following items because of the likelihood that exempt information would otherwise be disclosed relating to Clause 1 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. This was necessary to enable the information in the confidential appendices to be discussed.

Continuing the approach from previous years, each saving had been considered for

its “acceptability” in terms of both operational difficulty and public perception.

If all of these saving options were approved they would deliver savings of £1,169,000. Of this amount, Public Category items 1 and 2 would deliver £1,047,000. This position was reflected in the following table:-

	Potential Savings £k	Budget Gap £k
Budget Gap at 21 October		1,151
Public Category 1 Items	593	558
Public Category 2 Items	454	104
Public Category 3 Items	122	(18)
Total Savings Identified	<u>1,169</u>	
Revised Budget Gap (assuming all savings are taken, not including fees & charges)		<u>(18)</u>

The Corporate Scrutiny Committee had had the opportunity to consider the savings options at its meeting on 18 November 2010. The comments made by Members of the Committee were reported in detail.

Resolved that:-

- (a) the update provided for the Medium Term Financial Plan and the Budget Gap be noted; and
- (b) subject to the Plans potentially having to be revisited when the detail of the Comprehensive Spending Review and Provisional Local Government Finance Settlement was received, the Public Acceptability Items rated as 1 and 2 in the Savings Delivery Plans be approved.

118. Deane Direct Labour Organisation Internal Transformation – Interim Improvement Proposals

Reference Minute No.24/2010, considered report previously circulated, concerning the interim proposals for the internal transformation of the Deane Direct Labour Organisation (DLO) services.

In February 2010, Full Council had agreed to a ‘twin-track’ approach to the transformation of services provided by the DLO. This involved embarking on a procurement process towards full outsourcing of DLO services and the development of an internal transformation option.

Following the publication of the Comprehensive Spending Review, Full Council had agreed at its meeting on 5 October 2010 to an alternative timetable for the DLO Project. This would involve rescheduling work towards outsourcing of DLO services, pending completion of a four year budget strategy and a revised specification for

DLO services. Procurement activity towards outsourcing was now scheduled to begin in summer 2011, with potential solutions presented to Members anticipated in Spring 2012.

It had also been agreed that the internal transformation option should be brought forward for Members' consideration and that the interim plan should be based on the current levels of service and would therefore be subject to further review in line with any future changes to the DLO service specification.

The interim Improvement Plan had recently been published for consultation. It was a 'living document' that would evolve over time as new ideas and initiatives were introduced. The plan was built around a set of clear improvement priorities which were set out below:-

- (1) A lean, efficient and resilient service, able to respond flexibly to the changing demands of the Council and external clients;
- (2) A thriving business, focused on commercial success;
- (3) Excellence in performance management (financial and service);
- (4) Excellent customer service and quality; and
- (5) A committed and empowered workforce.

Both the priorities and the associated action plan would be geared towards the achievement of the following outcomes:-

- Reduced running costs for the DLO (total and by service);
- Additional income from external sources (profit);
- Raised levels of customer satisfaction with DLO services;
- Reduced CO2 emissions;
- Greater levels of staff attendance; and
- Increased numbers of properties maintained per FTE.

The following list captured the 'direction of travel' that was proposed to facilitate service transformation and improvement:-

- (a) Instead of the current six separate DLO functions, services would be brought together in order to streamline and simplify internal accountancy arrangements, improve transparency of DLO costs, reduce internal administration and bureaucracy and free up time to concentrate on delivering front-line services to customers;
- (b) Two areas of Building Services and Open Spaces would be created. Building Services would comprise functions involved with housing repairs and maintenance and Open Spaces would comprise Parks, Nursery, Transport, Cleansing and Highways functions;
- (c) Bringing together support and administration staff who were currently located in different DLO functions into a single Business Support Team;
- (d) Closer working with all client functions to ensure a smarter and more efficient

work flow from initial service request through to completion of works and record holding;

- (e) Greater emphasis on area based and multi- disciplinary working, where staff would be equipped and empowered to deal with a wider variety of service requirements, improving the customers' experience as well as operational efficiency;
- (f) Introduction of mobile phones and vehicle tracking technology to improve communications between management and workforce, enable better planning and scheduling of works and reduce the need for journeys to and from Priory Depot. Smarter and more efficient use of the vehicle fleet to result in lower mileage, costs and CO2 emissions;
- (g) The introduction of more rigorous project management of all works, where co-ordination between different trades was improved to yield greater efficiency and better outcomes;
- (h) To continue fostering a working environment where staff at all levels were encouraged to question and challenge existing working practices and suggest ways of generating efficiencies and taking advantage of potential commercial opportunities.
- (i) To strengthen processes for customer engagement and feedback, ensuring that all views received informed further service development and improvement.
- (j) To encourage a culture of learning and continuous improvement, informed by best practice from other organisations in the public and private sector.

An interim management structure had been put in place and would remain pending the outcome of a favoured option for DLO services. A proposal to separate the Housing Property Services client and contract functions had recently been agreed. Client responsibilities and staff would move to Theme 4 (Community Services), and contract functions and staff would remain in Theme 3 (DLO).

Further interim changes to the current management arrangements at the DLO had just been announced following approval of the Housing client proposal described above. These further changes, details of which had been circulated to all Members, would ensure that DLO services were fully represented at senior management level within the authority.

Reported that the Improvement Plan and associated priorities, outcomes and new ways of working had been discussed with UNISON, staff, the Tenant Services Management Board and the DLO Project Members' Steering Group.

The financial benefits of the Interim Improvement Plan were shown in the following table:-

Efficiency Measures	2010/11 (£ pt yr)	2011/12 (£)	2012/13 (£)	2013/14 (£)	2014/15 (£)	Total all years (£)

Staff changes	56,285	114,359	114,359	114,359	114,359	513,721
Technology (incl. vehicle tracking & software support)	- 2,550	43,210	49,558	49,558	49,558	191,884
DLO Surplus (as projected in MTFP)	73,000	73,000	73,000	73,000	73,000	365,000
Total	126,735	230,569	236,917	236,917	236,917	1,068,055

The projected efficiencies were likely to increase as further improvements were identified through the internal transformation process. Savings attributed to 'staff changes' included savings proposed in the Savings Delivery Plans which had been discussed earlier in the meeting.

Following discussions with Southwest One, a potential procurement saving of £712,000 over a five year period had been identified. A procurement category plan would be developed to outline how savings could be realised.

The DLO Project Members' Steering Group would monitor the Internal Transformation Plan and track indicative financial benefits.

Procurement activity towards outsourcing was scheduled to start in the Summer 2011, with a potential solution ready for Members in the Spring 2012. Members would be presented with a 'comparison report' showing the key features, benefits and risks of the internal transformation and outsourcing proposals. The comparison report would provide evidence to assist Members in making a decision on whether outsourcing or internal transformation should be followed as the preferred model for DLO services.

Further reported that the interim improvement proposals for the DLO internal transformation had been considered by the Corporate Scrutiny Committee on 22 November 2010. A full resume of the comments made by this Committee were submitted although it was noted that Members had unanimously agreed to support the interim improvement proposals.

Resolved that:-

- (1) The interim improvement proposals for the internal transformation of Deane DLO be supported; and
- (2) Full Council be recommended to approve the proposals.

119. **Review of inward investment activities delivered by the Into Somerset partnership, and request for future funding**

Considered report previously circulated, concerning the review of inward investment activities delivered by the Into Somerset Partnership which had recently been undertaken.

The Into Somerset project had commenced in March 2008 with funding from the Somerset Strategic Partnership, Business Link Somerset and the six Local Authorities in Somerset. This had been delivered through a Service Level Agreement with the Somerset Chamber of Commerce and Industry and with the benefit of seconded IBM marketing expertise. Taunton Deane had contributed £20,000 per annum over the past three years to the operating costs of Into Somerset.

The current funding arrangements and business plan were due to end in March 2011 and a forward strategy had been discussed with the other partners. The Economic Development Strategy was an important strand of the Council's Core Strategy to deliver an employment led growth agenda.

To assist in decision making about the future strategy an independent evaluation of Into Somerset was commissioned in Spring 2010. The evaluation had found that Into Somerset had been very successful in a short period of time. It had made a good contribution to improving the image of the County, to developing strong marketing materials and campaigns and to offer an excellent service with capable knowledgeable staff. It had performed less well in terms of quantifiable direct new investment, although it acknowledged that this should be given longer to build momentum.

Reported that the local authorities had invested a total of £612,500 in the delivery of Into Somerset in the period March 2008 to March 2011. The targets set for achievement by the end of March 2011 were 120 enquiries dealt with per annum and a total inward investment over the period of 25 businesses or entrepreneurs creating or protecting 500 jobs.

According to Into Somerset by the end of September 2010 there had been 20 businesses assisted with the creation of 76 jobs and the safeguarding of 65 jobs. An additional 411 jobs were currently in the pipeline in four companies. Furthermore, an additional 60 businesses had to date been supported through the enquiry process.

However, in Taunton Deane, only one job had been created and three safeguarded during the period of operation. Into Somerset felt that this was due primarily to a shortage of employment land in Taunton, outside of the town centre, that could accommodate large inward investors.

Having considered the independent consultant's conclusions, Into Somerset's return on investment to date and taking account of the severe budget pressures faced by the public sector, the Board of Into Somerset was now seeking contributions from local authority partners to enable the continuation of the programme for a further period.

A draft budget had been estimated to continue the current level of delivery but based on a reducing level of local authority contribution between 2011 and 2014.

The proposal was to use the local authority and Performance Reward Grant (PRG) funding to support the core delivery of Into Somerset over the next three years and the private sector would be expected to support the marketing budget either in cash or in kind at an increased level than at the moment.

The proposed contributions from the local authorities were:-

	2011/12	2012/13	2013/14
Somerset County Council	£40,000	£35,000	£30,000
Mendip District Council	£12,500	£10,000	£7,500
Sedgemoor District Council	£12,500	£10,000	£7,500
South Somerset District Council	£15,000	£12,500	£10,000
Taunton Deane Borough Council	£12,500	£10,000	£7,500
West Somerset Council	£3,000	£2,500	£2,000

A contribution from the Somerset Local Area Agreement PRG of £140,000 had already been secured for the forthcoming three years.

Inward investment played an important role in developing the local economy and Taunton Deane had a lot to offer potential investors. However, the role of the public sector in attracting inward investment had changed in recent years, mainly through the growth of the internet. Local Authorities could add value by overcoming the perceived barriers to investment and ensuring that an adequate supply of the necessary resources to attract businesses existed.

The options for the Council to deliver its inward investment programme were reported as follows:

- To withdraw from inward investment activities and rely on the market to attract investment;
- To withdraw from the Into Somerset Partnership and deliver inward investment activities alongside Project Taunton using the budget previously earmarked for Into Somerset for its own marketing activities;
- To continue to commit to the Into Somerset partnership; or
- To sign up to Into Somerset but on an annual basis, which would enable the Council to take better account of the changing budgetary position and the role and priorities of the new Local Enterprise Partnership.

If it was agreed to continue to support Into Somerset, action would be taken to ensure Taunton Deane obtained sufficient profile amongst its Somerset rivals in attracting investors and that better arrangements were put in place to performance manage the contract, including ensuring that regular updates were provided.

This item had previously been considered by the Corporate Scrutiny Committee on 21 October 2010. Whilst recognising the importance of delivering inward investment

support, Members felt unable to support an extension of the contract with Into Somerset due to the poor return delivered by the partnership over the past three years.

Although these views were taken into account, the Executive was of the view that it would not be appropriate to withdraw from the Partnership at the moment and that support for a further year should be provided.

Resolved that:-

- (1) the Into Somerset Partnership be supported for a further one year period; and
- (2) an update on the Partnership's activities be submitted to the Executive in September 2011.

120. **New Executive Arrangements**

Considered report previously circulated, concerning the proposed new Executive arrangements for the Council.

The previous Government, through the Local Government and Public Involvement in Health Act 2007, required every Local Authority to reconsider its existing Executive arrangements and adopt one of only two specific Executive models, either:-

- Mayor and Cabinet, or
- Leader and Cabinet (the 'Strong Leader' model).

At its meeting on 5 October 2010, Full Council had indicated that it would prefer to implement the Strong Leader and Cabinet model as the model that should be implemented following the next Local Government Elections on the 5 May 2011.

In addition, the consultation process as set out in the table below had also been approved:-

Date	Action
5 October 2010	Approval for procedure and consultation process
4 week consultation period	18 October – 19 November 2010
1 December 2010	Report to Executive with results of consultation process and recommendations on the two options
14 December 2010	Full Council resolution to adopt new arrangements
5 May 2011	Borough Council elections
9 May 2011	New executive arrangements to take effect.

Reported that the consultation had taken place which had resulted in just one letter being received which supported the Strong Leader model.

Resolved that Full Council be recommended to:-

- (1) adopt the Strong Leader and Cabinet Model; and
- (2) approve the necessary amendments to the Council's Constitution.

121. **Executive Forward Plan**

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

Resolved that the Forward Plan be noted.

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

Resolved that the press and public be excluded from the meeting for the following item 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.

123. **Olympic Event**

Considered report previously circulated, concerning a proposed Olympic Event.

The details of the event were reported to the Executive together with the potential opportunities, not least the significant economic benefits, which could arise.

Resolved that:-

- (1) The proposal set out in Option 2 in connection with the Olympic Event be approved; and
- (2) The proposed cost of the event be underwritten with funding from the Local Authority Business Growth Incentive reserves.

(The meeting ended at 8.24 pm.)

Usual Declarations of Interest by Councillors

Executive

- **Employee of Somerset County Council – Councillor Mrs Adkins**

Taunton Deane Borough Council

Executive - 19 January 2011

Improvements to the High Street, Taunton

Report of the Strategic Director, Joy Wislade

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

1. Executive Summary

<p>This report requests Executive approval for work to draw up plans for the improvement of Taunton's High Street</p>

2. Background

The High Street is a central retail area of Taunton Town Centre. Whilst a small amount of investment in its improvement was made in 2010, the area has largely been un-invested in whilst plans for a comprehensive retail development covering both sides of the High Street were developed in line with the Vision for Taunton plans now Project Taunton.

However, due to the current economic circumstances this comprehensive scheme is likely to take longer to implement than initially thought and is also only likely to take in the eastern side of the High Street. Improvements to other areas of the town centre (Somerset Square, Castle Green) are or have taken place and it is critical that the High Street is not left as the poor relation.

With this in mind this paper proposes the work to design a scheme of works to improve the appearance and functionality of the High Street as a key retail area. A full scheme is unlikely to be affordable immediately and the proposal is to design an overall master plan that can be achieved in phases as funding is available, rather than investing in random improvements from time to time.

3. Details

A concept paper has been prepared by Swan Paul Partnership which is attached at Appendix A. It is proposed that a master plan for the High Street that can be delivered in phases is developed. The brief for this piece of work will be based on the Conceptual Approach described in paragraph 7 of Appendix A.

The master plan needs to be developed as a phased approach as a full scheme is not likely to be affordable immediately. The timing for the project is critical. To make as much impact as possible it would be desirable to complete some works in time for the summer period though should a planning application be required this might take a little longer. There is evidence that some of the current trees pose a health and safety risk. A survey of the trees has been carried out by TDBC and SCC officers and a full report will be available at the end of January. Any trees that do need to come down need to be felled before the end of March before birds start their nesting, or left until the end of the year.

4. Finance Comments

Some funding may be available from the unallocated Growth Points capital funding. Once we know what the different phases of the scheme might cost a further report will be made to members. Other sources of funding will also be investigated.

5. Legal Comments

We will need the agreement of SCC to undertake the works as the High Street is part of the Highway network. Otherwise there are no particular legal issues.

6. Links to Corporate Aims

This scheme links to the Regeneration corporate aim.

7. Environmental and Community Safety Implications

The design of the scheme will take into account community safety implications.

8. Equalities Impact

The design of the scheme will incorporate issues around access for all, DDA etc.

9. Risk Management

The design will be subject to a risk management approach.

10. Partnership Implications

This scheme can only be delivered in partnership with others. A small project group consisting of officers from Somerset County Council, Taunton Deane Borough Council and the Town Centre Company has been set up. The private sector who have interests in the High Street will also be engaged in the process.

11. Recommendations

- a) That the Executive approve the plan to draw up a master plan for improvements to the High Street.
- b) That the final plans and implementation strategy are discussed at Scrutiny prior to full approval by the Executive.
- c) That trees identified as at risk are taken down prior to the end of March but are replaced with smaller trees, perhaps in pots, in line with the overall new scheme.

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Taunton High Street

Brief overview of existing status
and concept ideas for enhancement

September 2010

Prepared for Project Taunton by



Appendix A

1 INTRODUCTION

Swan Paul Partnership Ltd., Chartered Landscape Architects have been asked by Project Taunton to provide a brief overview of Taunton High Street in its current state and put forward some broad concept ideas for discussion. Swan Paul have been based in Taunton since 1986, just a few years after the current pedestrianisation scheme was implemented and so have seen it mature and viewed the way it is used.

2 LAYOUT AND EMPHASIS

Overall the High Street functions well, allowing good access to shops on both sides and good cross connections between Orchard Shopping Centre, Crown Walk and Bath Place. Inevitably, the concentration of shops and therefore footfall, is at the north end, closer to the Town Centre. To the south the functions are biased more to service industries, a restaurant and hair salon for example, with reduced numbers of pedestrians.

3 CHARMING BUT TIRED

The attached drawing SPP.1603.2A, shows the existing layout together with some broad concept ideas in comparison. The majority of the High Street is surfaced in brown concrete block paving with smaller areas of precast concrete slabs. From talking to shoppers and listening to the views of the Town Centre manger, it is considered that many people think the High Street has a certain charm, but at some 30 years old it is fair to say the scheme is looking very tired and somewhat dated.

4 RELATIONSHIP WITH FORE STREET.

Approximately 15 years ago a major refurbishment was undertaken of Fore Street and the area behind the Market Hall. This has proved a successful mix of traditional surfacing with contemporary furniture. In our opinion, the High Street in comparison has become the 'poor relation', which is unfortunate given the strong physical relationship. However, it is right that the High Street should retain its own identity.

5 QUICK OBSERVATIONS

- Host to successful markets
- Limited music, buskers
- Developing pavement cafe culture
- Quite dark, overshadowed, can be cold for shoppers
- Red Route for emergencies is tortuous
- Over mature trees are rootbound in planters and possibly unstable
- Sitting spaces and bike stands are well used
- Certain cross routes are restricted
- Lack of sense of 'entrance'
- Limited awareness of Vivary Park beyond
- Some paving is uneven and beyond its service life
- Uncoordinated street furniture – seats, bike stands, signs, electrical boxes
- Outdated lighting. Christmas lights strung in tree canopies
- Good access for service vehicles, trees and furniture provide some traffic calming

Appendix A

THE GOOD



Busy, active, vibrant, attractive architecture



Pavement cafe culture, colour, dappled shade



Potential strong axis and visibility to Vivary Park

Appendix A

THE BAD



Strangled rootbound trees breaking their planter & possibly unstable



Uncoordinated paving and materials



Uneven paving, possible hazard

Appendix A

And THE UGLY



Dark brick planters, broken seats, litter and leaf catch



Isolated electrical boxes, loose, vulnerable & potentially dangerous



Old galvanised bike stands, misleading & unwelcoming signage

Appendix A

6 WHERE NOW?

There appears to be a consensus the High Street is tired and outdated, but that it has a desirable charm and credible assets. Therefore wholesale change may be unwelcome, but a more subtle approach may bring the desired enhancements whilst maintaining the valued features, to foster greater use and activity.

It is considered that the lead for change could be generated by the need to address some of the technical issues, including:-

- Over mature, rootbound trees which may be unstable in the short term
- Electrical services for the market and other intermittent activities
- Lighting – daily and Christmas
- Uneven and possibly hazardous paving
- Addressing requirements of emergency 'Red Route'

In addition there is an overlay of desirable objectives, including:-

- Sense of 'entrance' at north end, Fore Street
- Axis and focus at south end, Vivary Park
- Higher identity and recognition of Bath Place
- Coordinated street furniture and improved surfacing
- Colour, light, focus, feature and welcome

7 CONCEPTUAL APPROACH

We believe there is an urgent need to undertake a qualified assessment of the existing trees. If our view is shared that removal of many is required, a more open palette is created for the proposed changes.

It is considered that one approach is to develop a strong boulevard, with a central axis, replacing the trees lost with a greater number. The species chosen would be of a more fastigiated form for less overshadowing, better shop sign visibility and easier emergency access. The trees in grilles would be some 4 to 5 metres from the facades and establish the line for new street furniture including bike stands, signs, lighting columns, seats, cash machine, telephone boxes. Lighting columns could support Christmas lights strung across the street. The central boulevard could be resurfaced to give a strong north-south emphasis. A rationalisation of the existing features will give greater space for markets with less constricted pedestrian access when in operation. In our opinion there is a strong case for an artist designed arch or feature at the north end to provide a sense of entry and emphasis for Bath Place.

8 AFFORDABILITY

It can be appreciated that a complete scheme of replacement will be expensive. At over 4600 square metres, an approximate estimate based on public realm civil works could be realistically between £600,000 and £700,000. As this may not be achievable, it is more realistic to consider partial replacement and possibly a phased approach. However, it is strongly recommended that if this approach is taken, any element(s) implemented must be part of a comprehensive masterplan. It is believed that some of the urgent and necessary works, which would achieve some improvements could be addressed by a budget in the order of £100,000.

Taunton Deane Borough Council

Executive – 19 January 2010

Halcon North Regeneration Project Progress Report

Report of the Growth and Development Manager

(This matter is the responsibility of Executive Councillor Mrs Jean Adkins)

1. Executive Summary

This report builds on the vision outlined in the report to the Executive on 16 June 2010. This report presents the first draft of an outline Business Case and sets out the areas that require further work before the Business Case can be finalised. Further reports will be presented to members as preparation of the Business Case proceeds. The report recommends that the Executive notes progress in preparation of the Business case, project plan and timetable, approves the governance arrangements and allocates a sum of up to £50,000 from the Housing Revenue Account for consultancy fees.

2. Background

- 2.1 Halcon North comprises 7.25 hectares of housing land currently accommodating approximately 220 dwellings. This part of Halcon features in the top 10 per cent of most deprived wards in the country. Although much good work has been done over many years by a range of agencies, the deprivation indices show no sign of improvement. Housing is deemed to be a significant contributory factor, not simply because of its fabric but also due to a high proportion of dwellings having only two bedrooms, which is resulting in overcrowding that in turn leads to other social problems.
- 2.2 The rationale for this project is that to make a real difference in the area requires a physical shift in the type of place it is. Halcon should become a place that residents are proud of and want to be associated with.
- 2.3 This aspiration is not something that the Council can deliver on its own. It will require a multi agency approach and the involvement of the community.
- 2.4 At the Executive meeting held on 16th June 2010 the following was resolved:

- (1) The initiation of this proposal as a formal project of the Council be approved, taking into account the fact that no final or binding decisions could be made without further reports to Scrutiny and the Executive;
- (2) It be recognised that further consultations during the next period would be required and an ongoing close working relationship with the tenants and residents would need to be maintained;
- (3) Necessary financial resources to be identified as required for consultancy work subject to a further report to, and decisions of, the Executive
- (4) Reports to Members be made on a regular basis to keep them informed of progress; and
- (5) It be noted that the Council was committed to the regeneration of the Halcon Estate Taunton to improve the health and well being of people living in the locality

2.5 Whilst community engagement has continued, it is clear that strong governance and project management arrangements need to be put in place, as well as the development of a full business case in order to explore all potential delivery options and risks.

3. Project Update

3.1 Liaison with Community

3.1.1 The Housing Enabling Lead Lesley Webb has continued to keep residents engaged and informed. She has carried out personal interviews with residents and held drop-in sessions as well as presenting to the Halcon Multi Agency Group and preparing a newsletter. She has also liaised with the Homes and Communities Agency and arranged a visit to Plymouth which looked at a similar type of estate regeneration project. A Communication strategy is being prepared which will ensure that residents continue to be kept up to date and that all necessary links are made to consultation on the Council's Priority Areas Strategy.

3.2 Project Management

3.2.1 Whichever delivery mechanism is chosen this is a major project for this Council and it is therefore vitally important that the project is founded upon strong project management principles. Performance and client lead Alison North has recently taken over for Stephanie Payne in the role of Project Manager. Alison will provide Members with a verbal update on the work she is currently undertaking in respect of the development of a project plan and timetable.

3.2.2 An important element of the Project Plan will be the Project Governance arrangements. In accordance with the Executive's resolution in June any final or binding decisions will be made by either Full council or the Executive and be reported to Community Scrutiny prior to the decision being made.

3.2.3 The Tenant Services Management Board were updated on progress on 15th November. The Board expressed a wish to be involved in the decision making process. It is considered that providing regular updates to their meetings and feeding their views back to Community Scrutiny Committee and the Executive will be the most appropriate mechanism to achieve this. An officer working group has been formed and is chaired by Tim Burton. The group includes representatives from the Housing, Community Development, Strategy, Performance and Finance teams. The Officer Working Group will also work with other key stakeholders.

3.3 Preparation of Business Case

3.3.1 Work has commenced on preparing the robust business case necessary to take this project forward. A first draft of the Outline Business Case is attached as Appendix 1, including the identification of the areas that require further work.

3.3.2 The draft document attached (Section 2) begins to set out the strategic case for regeneration and identifies the clear links with all four of the Council's corporate priorities.

3.3.3 The table in section 5 of the document outlines six potential options for regeneration. In the coming months detailed appraisal of the impact of not regenerating this area will also be considered. The assessments will need to take account of recently announced changes to funding arrangements as well as the impact of emerging legislation.

3.3.5 Section 8 sets out timescales for the remainder of the Outline Business Case.

3.3.6 Section 12 suggests Governance structures and project management arrangements including member engagement upon which members views are sought.

3.3.7 Section 13 identifies key stakeholders and provides a communications strategy. Liaison with local residents will continue throughout in order to ensure that the community remains engaged in this project.

3.3.8 The document includes an indicative Project Plan. However, it is fully accepted that this requires further development.

3.3.9 Regular updates will be provided over the coming months as the Outline Business Case is further developed.

3.4 Community Scrutiny Committee - 7 December 2010

3.4.1 A progress report was made to the Community Scrutiny Committee on 7 December 2010. A number of local residents attended the meeting and expressed concerns, particularly in relation to the need for on going maintenance of the properties pending a final decision.

3.4.2 Members were keen to see the Outline Business case developed as soon as possible and stressed the need to make links with the Priority Areas Strategy to ensure that the project maximises benefits for the whole Halcon Community.

3.4.3 The Community Scrutiny Committee resolved that the Executive be recommend to:

- (1) Note the progress on the preparation of the Outline Business Case
- (2) Note the project plan and timetable
- (3) Approve the proposed Governance arrangements
- (4) Allocate a sum of up to £50,000 from the Housing Revenue Account Reserves for consultancy fees, subject to further information being available and
- (5) Ensure that routine maintenance and repairs be undertaken in the affected properties, and that such properties are not prejudiced.

4. Finance Comments

Financial considerations will be a key component of the assessment of the delivery options.

5. Legal Comments

None at this stage

6. Links to Corporate Aims

The proposals are linked to all four Corporate Aims which were approved in February 2010.

7. Environmental and Community Safety Implications

All Environmental and Community safety implications will be assessed in the formulation of the business case

8. Equalities Impact

Equality issues will be assessed in detail when considering the appropriate delivery mechanism.

9. Risk Management

A risk register is being prepared and project risks will be assessed and reviewed throughout the course of the project

10. Partnership Implications

Whichever delivery mechanism is selected, partnership working will be fundamental to the process and will include working with Taunton East Development Trust (working as the Link Partnership), The Multi Agency Group and Somerset County Council.

11. Recommendations

The Executive is recommended to:-

- (i) note the progress on preparation of the Outline Business Case (see Appendix 1) project plan and timetable.
- (ii) Approve the proposed Governance arrangements
- (iii) Allocate a sum of up to £50,000 from the Housing Revenue Account for consultancy fees
- (iv) Ensure that routine maintenance and repairs be undertaken in the affected properties and that such properties are not prejudiced

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APPENDIX 1

TAUNTON DEANE BOROUGH COUNCIL

OUTLINE BUSINESS CASE (OBC)

HALCON REGENERATION

Draft 1

December 2010

CONTENT

1. Overview
2. Strategic Case for Regeneration
3. Financial Case for Regeneration
4. Project Objectives
5. Business options appraisal
6. Expected benefits
7. Expected Dis-benefits
8. Timescale
9. Financial impact
10. Investment appraisal
11. Project risks
12. Governance structure and project management arrangements
13. Communications plan and key stakeholders
14. Links to Priority Areas Strategy
15. The Next Steps

Appendices:

High Level Timeline	App 2
Communications Strategy	App 3

1. OVERVIEW

- 1.1 The main purpose of this Outline Business Case (OBC) is to set out the strategic case for the proposed regeneration of Halcon North. It will clarify the reasons for carrying out the project, the benefits to the residents of Taunton Deane and how the project will enable the achievement of the Corporate Objectives. It will also provide a detailed analysis of the range of delivery options available and identify their financial viability and associated risks.
- 1.2 For the purpose of this report, the areas of Valley, Beadon, Moorland and Creechbarrow Roads will be referred to as Halcon North.
- 1.3 This OBC is written as a “living” document in that it will continually be updated as new information and data becomes available over the life of the project.
- 1.4 Draft 1 of the OBC will be taken to Scrutiny on the 7th December 2010 and Executive will consider the report as part of a normal Executive on the 19th January 2011. A special meeting will be arranged and a special Executive for the final version of the OBC planned for March 2011, the OBC will require further work in all areas and in particular:

Section:

- 3. Financial Case for Regeneration**
- 4. Project Objectives**
- 5. Business Options Appraisal**
- 6. Expected benefits**
- 7. Expected Dis-benefits**
- 8. Timescale**
- 9. Financial impact**
- 10. Investment appraisal**
- 11. Project risks**
- 13. Communications plan and key stakeholders**
- 14. Links to Priority Areas Strategy**

- 1.5 This final version of the OBC will trigger the decision to proceed / not proceed with the regeneration of Halcon North.

2. STRATEGIC CASE FOR REGENERATION

2.1 Links to the Corporate Agenda

2.1.1 Corporate Aim: Tackling Deprivation & Sustainable Community Development

The site is within Taunton East which is a priority area (Objective 1). The various options for the site will be developed to ensure that the final proposal contributes towards tackling key issues within the estate.

2.1.2 Corporate Aim: Regeneration

The various options for the site will incorporate employment opportunities both in the build phase and through the potential provision of new employment space (Objective 4).

2.1.3 Corporate Aim: Affordable Housing

The various options for the site will meet housing needs through the delivery of more affordable housing units and bigger properties through conversion or new build (Objective 7).

2.1.4 Corporate Aim: Climate Change

Whatever the chosen option, we shall work towards ensuring the highest possible standards of sustainable construction (Objective 9 / Objective 4).

2.2 This part of Halcon (super output area Halcon North) features in the top 10% of most deprived wards in the country. Although good work has been going on for many years from a range of agencies, the deprivation indices show no improvement. Housing is deemed to be a significant issue, not because of its fabric but due to the majority being two bedrooms which is resulting in over crowding that in turn leads to other social problems. The majority of housing is in the council's ownership. However, it is difficult for the council to let housing in this area as people simply do not wish to go there. Once there, it is the ambition of many residents to get out as soon as possible. This leads to issues of transience, for example within the local primary school.

2.3 Indices of deprivation here show:

- Halcon's teenage pregnancy rate is the highest in the Borough
- Annual household incomes are lower than in the average of the Borough

- Halcon has a higher proportion of part time workers than the Borough as a whole
- The proportion of households in Halcon with dependant children but no working adult is 15% higher than the Borough average (12.5%) and is the highest in the Borough
- Halcon North falls within the most deprived 15% of wards nationally in terms of income and employment
- Halcon has high levels of residents with no qualifications (34.4%) compared to the Borough (25.4%)
- Halcon has twice the Borough average of fixed term temporary exclusions from school and the second highest level of Special Education needs pupils in the Borough.
- Halcon North falls within the worst 10% of wards nationally in terms of education, skills and training
- Incidents of criminal damage are third highest in the Borough and residents make almost twice the average number of complaints about noise
- Halcon has the highest levels of domestic violence in the Borough
- Halcon has the highest level of Social Services referrals in the Borough
- Halcon has a lower proportion of owner occupiers, high levels of council tenants and low levels of private landlord tenants compared to the Borough

Source: Indices of Multiple Deprivation 2007

3. FINANCIAL CASE FOR REGENERATION

- 3.1 The financial case for regeneration is under review taking into account the changing financial environment. An example of these uncertainties can be seen in 3.2.
- 3.2 Arch Self Financing Event taking place in January. Self Financing is the terminology being used by the government for the reform of the Housing Revenue Account (HRA) and refers to the fact that we will have to finance the HRA ourselves from April 2012 (dependant on the enactment of the Localism Bill in November 2011). It is necessary to await the outcomes from this event before we can consider the financial implications of the project.

4. PROJECT OBJECTIVES

- 4.1 The project objectives are more than just physical and financial, they link to the Priority Areas Strategy and will include objectives such as reduced levels of unemployment in Halcon North. For this reason we shall include all of the objectives of the project in section 4 once they have been

evaluated fully by the working group in order to demonstrate the comprehensive nature of this project. Consultation on the PAS will commence on 25th January 2011.

5. BUSINESS OPTIONS APPRAISAL

5.1.1 A clear, unified approach is required if we are to achieve the objectives and a complete regeneration of the area. This section looks at the choice of delivery options in order to best meet the objectives.

5.2.1 A full equalities impact assessment (EqIA) will be carried out as a fundamental component of each of the delivery models listed. The chosen option will be informed by an EqIA.

5.3.1 Having visited and researched other similar regeneration projects, the following list of potential delivery models have been identified.

Model	Description
Do nothing	An option to look at in the light of the housing market conditions that exist is “doing nothing.” As the housing market is unlikely to recover for some considerable time, the number of first time and “intermediate” buyers is likely to remain constrained by the high deposits required and the difficulties in accessing sufficient mortgage finance in an uncertain employment climate. This will affect the ability of existing owners to move, as many chains start with a first-time buyer. Equally important this will also limit the volume and types of new properties developers can sell on the open market. In turn, this will have an impact on site values and how viable it is to redevelop sites using a combination of open market, “intermediate” and social housing products.
Retrofit	Carbon emission reduction relies on two broad types of housing intervention: improving energy efficiency measures (e.g. insulation and efficient heating) and providing local energy and heat generation (e.g. combined heat and power plants, district heating schemes, and utilising renewable energy sources).
Joint venture with a private developer	This would involve setting up a joint venture company with a private sector developer on the basis that risks and rewards of a site redevelopment are shared. In this arrangement it is important to remember that house builders base their scheme appraisals on their exposure to risks and their expected profit relates to a level of risk associated with the site, the build costs and sales. Typically, a developer will aim to achieve a 15-20% profit on a site.
The	The traditional “enabling” route through the National Affordable

Traditional Housing Association Enabling Route	Housing Programme (NAHP) was administered by the Homes and Communities Agency (HCA). Previously, HCA money was designated for local authorities under the NAHP to deliver new affordable housing projects through registered providers (housing associations). This NAHP money provided capital cover for housing association borrowing serviced from future rental income streams. Combined with land subsidy from local authorities, it was a successful route for regeneration schemes not involving local authority ownership of homes.
HCA Delivery Initiatives	the HCA announced their new Public Land Initiative (PLI) to improve housing delivery. The aim of this scheme is to streamline affordable housing development on publicly owned land by introducing new ways of working, creating better local delivery conditions in the current market, and ensuring more diverse delivery partners are involved
Development Partnership led by the Council	A hybrid option is the one being led by Cambridge City Council where 4 housing associations and 2 developers have been formed into a development partnership. The role of this partnership is to develop or redevelop several sites owned by the Council for affordable housing, either to be retained in Council ownership and/or to be in housing association ownership. This will give flexibility on the type of affordable housing to be provided and allow for changes in the financial environment around the Housing Revenue Account.
Local Authority New Build	Under the NAHP there was a delivery option open to all local authorities to develop their own affordable housing, using HCA funding, local authority land and prudential borrowing serviced by rental income from their new properties

5.4 An assessment of the financial options and an investment appraisal will be found in sections 9 and 10.

6. EXPECTED BENEFITS

6.1 The expected benefits and dis-benefits will be fully evaluated as part of the project appraisal and will be informed by the work of the Priority Areas Strategy consultations in January.

7. EXPECTED DIS-BENEFITS

7.1 See 6.1

8. TIMESCALE

- 8.1 A high level timeline can be found in Appendix 2.
- 8.2 A more detailed timeline showing each of the work streams will be produced once Officers have looked in more detail at the requirements and impact on business as usual.

8.3 KEY DATES (see Appendix 2)

15 th November	Tenant Services Management Board
23 rd November	Working group meeting
30 th November	Visit to Plymouth Regeneration Project
7 th December	Community Scrutiny update on progress
15 th December	Working group meeting
5 th January	Working group meeting
19 th January	Working group meeting
2 nd February	Working group meeting
16 th February	Working group meeting
2 nd March	Working group meeting
March 2011	Community Scrutiny (tbc)
March 2011	Executive

- 8.4 Consultations dates and cost implications of delivery options analysis November to February to create business case
- 8.5 March – Scrutiny – presentation of business case for approval to proceed and begin procurement process (if appropriate)

8.6 Phase 1 Work Streams

Work Streams	Lead
Governance & Stakeholder analysis	Stephanie Payne
Delivery Options & Finance	Martin Daly & Paul Fitzgerald
Impact on Business as Usual	James Barrah
Community Engagement & Affordable Housing	Lesley Webb
Communication Plan	Lesley Webb

9. FINANCIAL IMPACT

- 9.1. The financial impact of each of the delivery models will be considered during the next phase of the development of the OBC.

10. INVESTMENT APPRAISAL

10.1 The investment appraisal for the project is to be carried out once the financial models have been explored for each of the delivery options.

11. PROJECT RISKS

11.1.1 The risks are to be evaluated as part of the Business Case and are currently under review. The risk analysis will be added to the outline business case as soon as they have been considered. A risk management workshop is scheduled for 2nd December 2010. This will identify the current risks associated with each work component together with appropriate mitigation measures.

11.2 Clearly a project of this scale will carry a number of significant risks. TDBC has a tried and tested methodology for assessing and managing risk and this project will be no different.

12. GOVERNANCE STRUCTURE AND PROJECT MANAGEMENT ARRANGEMENTS

12.1 Management Arrangements

The project will be managed in accordance with the principles of Prince 2. The proposed governance arrangements are as follows:

Approval of outline business case Executive via Community Scrutiny Committee; Decision to proceed to implementation Full Council via Community Scrutiny and Executive Monitoring of Project Member Change Steering Group Regular briefings for Tenant Services Management Board, portfolio and Shadow Portfolio Holders and ward members.

12.1.1 Management of Project:

Project Sponsor Shirlene Adam	Ensure the post project benefits are realised
Project Lead Tim Burton	Responsible for the Business Case for the duration of the project
Senior User James Barraah	Responsible for specifying the benefits upon which the Business Case is approved
Senior Supplier TBC	Confirm that the products required can be delivered within the expected costs and are viable

Project Manager Stephanie Payne	Prepares the Business Case on behalf of the Executive
Project Assurance Dan Webb, Mark Leeman, Paul Fitzgerald	Ensure the project fits with the Corporate Strategy Monitor project finance and ensure value for money Verify and monitor the benefits review plan

Executive Board

- To approve the strategic direction, outline scope of activity, agrees outcomes and benefits and authorises procurement process
- To approve recommended partner(s) at the end of the procurement process

Member Change Forum

- Provides political direction to the project
- Review project progress and approves any exceptions to the approved scope
- Ensures process is properly aligned at all stages to the strategic outcomes required.
- Supports key communication processes across all key stakeholders

Corporate Management Team

- The Corporate Management Team exists to monitor and give guidance to the Project Lead or Project Manager
- The Corporate Management Team will monitor and review the project, provide guidance on project conflicts, act as a sounding board and formally accept the project deliverables once agreed.
- Owns the strategic vision for the project provides clear leadership and direction during the course of the project
- Takes key decisions
- Receives monthly highlight reports.

Project Sponsor: Shirlene Adam

Project Lead:

- Is directly accountable for the delivery of the project delivering agreed outputs to required specification and quality within budget
- Maintains close liaison and communication with Key Stakeholders
- Provides day to day direction for the project, responds to project issues and takes decisions to ensure project maintains momentum and that the timetable is achieved
- Ensures business case is maintained and remains relevant to the overall strategic aims
- Ensures that communications with internal and external stakeholders are effective
- Manages the key strategic risks facing the project
- Meets with the project manager at least weekly to review progress

- Commissions and chairs reviews during the project to ensure alignment with objectives, capability of delivery and measurable achievement of benefits

Project Lead: Tim Burton

Officer Working Group:

The Working Group exists to represent the user side and to represent the supplier and specialist input. The Project Manager will report regularly to the group, keeping them informed of progress and highlighting any problems she can foresee.

- Actively leads the working groups and contributes expertise to the project
- Supports the communication with external stakeholders as agreed through the Communication Strategy
- Receives regular reports on project progress
- Informs discussions on and develops business objectives and expected benefits
- Coordinates and provides all service specific information required by the project team at all stages of the project
- Approves key procurement documents
- Takes decisions to resolve any business or project issues
- Identifies, owns and actively supports/leads the management of project risks and related contingencies
- Ensures adequate resources are available during the life of the project
- Makes recommendations to the CMT Project Board via the Project Manager
- Receives feedback from and directs and advises on action to be taken by work stream managers as they are appointed to project activities.

Frequency of Meetings: Fortnightly from 23rd November 2010 or as project issues demand.

Working Group Officers:

Shirlene Adam; James Barra; Stephen Bolan; Tim Burton; Martin Daly; Paul Fitzgerald; Jayne Hares; Mark Leeman; Stephanie Payne; Dan Webb; Lesley Webb; Scott Weetch; Phil Webb

Project Manager

- Directs and motivates the project team
- Provides project information and advice to partner organizations and stakeholders
- Project manages and plans all stages of the project
- Agrees delegation and project assurance roles

- Prepares project reports as defined by the PID
- Manages on a day to day basis the business and project risks (includes contingency planning)
- Liaises with members of associated activities e.g PAS and Communications
- Monitors progress, expenditure, resources and initiates corrective Action
- Keeps Officer Working Group and CMT informed of deviations in plans and associated action (ie Change Control)
- Establish quality strategy with appropriate members of the Officer Working Group
- Prepare End Project Report
- Identifies and obtains support and advice necessary for the management, planning and control of the project
- Manages the development of the communication strategy and delivery of the communications plan

Project Manager: Stephanie Payne

Users Representatives

Halcon Multi Agency Group

13. COMMUNICATIONS AND KEY STAKEHOLDERS

- 13.1 This project will touch on many aspects of service delivery for Taunton Deane Borough Council and will require support from many external agencies and citizens of Taunton Deane, it is therefore vital that all stakeholders are kept apprised of the Council's intentions. Stakeholders identified so far as Members of the Council, Staff of the Council, citizens of Taunton Deane, neighbouring authorities with whom we have close relations, Family Support Advisors, Holway Primary School, The Link Centre, Acorns Centre, Halcon Church, Police and Halcon Multi Agency Group.
- 13.2 The stakeholders list will be added to as members of the working group provide the stakeholders relevant to their service area.
- 13.3 Good communications has to be built into this project and is critical to the successful regeneration of Halcon North, both the actual and perceived regeneration of the area. We aim to make sure the right people have the right information at the right time using the appropriate channel.
- 13.4 The communications plan will be a comprehensive working document with details of all emails, letter, newsletters and other channels that will be

used to inform stakeholders. This plan will be produced once the full list of stakeholders has been identified by the working group.

- 13.5 The communications strategy can be found in Appendix 3. The purpose of the strategy is to support the project by ensuring that stakeholders are informed at every step of the way and that communications are effective, timely and relevant.

14. LINKS TO PRIORITY AREAS STRATEGY

- 14.1 The Priority Areas Strategy is concerned with the regeneration of Halcon. This includes the physical, non-physical, community and economic regeneration. Non-physical regeneration has to be embedded in community engagement. All best practice in this field has shown that, without question, you can not achieve non-physical regeneration without community ownership / leadership. For this reason the regeneration of Halcon will be closely linked with the work of the PAS.
- 14.2 Both Multi Agency Groups (Halcon and Priorswood) will become Task Forces that will consider data, best practice, suggestions and the community consultation.

15. THE NEXT STEPS

- 15.1 Work is ongoing to ensure a comprehensive Business Case for the Regeneration of Halcon. This requires input from many internal services and external organizations. Whilst much work has already been carried out there are still areas to develop. The OBC will be updated regularly to capture the progress and the Project Team will report regularly as to progress against the planned timeline.

TDBC Halcon Project Plan

Version No.	Date	Details
V1	8th November 2010	
V2.0		
V2.1		
V2.2		
V2.3		
V2.4		
V2.5		
V3.0		
V3.1		
V3.2		
V4.0		
V4.1		
V4.2		
V4.3		
V4.4		
V4.5		
V4.6		
V5.0		

Halcon - High Level Plan

Owner Time required (days)

Planned timeframe/Completed
Overrun



High Level Plan - Business case			Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Business Case											
Executive Summary	TB					28th					
Reasons	SP										
Business Options	MD					28th					
Expected Benefits	LW					28th					
Expected Dis-benefits	SB					28th					
Timescale	SP			7th							
Financial Impact	FG/PF					28th					
Investment Appraisal	FG/PF					28th					
Project Risks	DW					28th					
Links to corporate aims & PAS	ML					28th					
Governance & Stakeholder analysis	SP			7th							
High Level Plan			Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Delivery Options	MD			2nd		28th					
Impact on Business as Usual	JB				5th & 19th	28th					
Community Engagement & Affordable Housing	LW				5th & 19th	28th					
Finance	FG/PF			2nd		28th					
Communications Plan - updated weekly as required	LW		Ongoing								
Consultations for PAS	ML				25th			Mid April consultations end			
Governance			Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Tenant Services Management Board			15th		Dates available in January						
Housing Briefing					Dates available in January						
Steering Group - Member Change Forum											
Working Group			9th & 23rd	15th	5th & 19th	2nd & 16th	2nd				
CMT			15th								
Scrutiny				7th			TBC				
Executive					19th		TBC				

APPENDIX 3

TAUNTON DEANE BOROUGH COUNCIL

HALCON REGENERATION

COMMUNICATION STRATEGY:

1. Introduction

The regeneration of Halcon is a large scale project requiring support from a variety of stakeholders.

2. Purpose

The purpose of the strategy is to support the project by ensuring that stakeholders are informed at every step of the way and that communications are effective, timely and relevant.

3. General

1. This strategy should be read in conjunction with the Outline Business Case.
2. The strategy will be adopted by all parties involved in the delivery of the project and will be a continuous process.
3. To ensure consistency of both message and timing the communications activity between all work streams will be carefully coordinated and controlled through regular review and planning sessions and all communications both internal and external will be signed off by the Project Lead.

4. Key Project Objectives

- Increased household incomes, closer to the average of the Borough
- Reduced levels of unemployment
- Increased number of residents with basic qualifications
- Reduced levels of domestic violence
- Reduced level of Social Services

5. Key Communication Objectives

The key objectives are to:

- Raise awareness amongst all the stakeholders of the benefits of a regeneration project in Halcon North
- Manage expectations of Taunton Deane residents
- Engage with residents in the process
- Ensure members are fully engaged with the process
- Ensure TDBC staff are informed and up to date with progress

- Identify stakeholders' information needs and keep them informed of decisions and progress in a timely manner and with clarity
- Promote and support key organisational messages in respect of the corporate objectives and the opportunities the project provides
- Encourage stakeholders through two way communication, for example the Multi Agency Group meetings to share ideas and provide feedback to TDBC.
- Engage in positive dialogue with the media
- Monitor, evaluate and amend as necessary the communications process.

6. Key Communications Principles

- Detailed and coordinated communications action plans will be prepared and regularly updated by the working group.
- Information will only be communicated when the content has been agreed with those leading the project.
- Information will be communicated through the appropriate channel(s) according to the information needs of the relevant stakeholders (including members) but priority will be given to those directly affected.
- Information will be communicated with the media using the agreed media protocol.
- All information will be timely, accurate and succinct
- Remain confidential within the steering group until it is appropriate to share the information and has been agreed.

7. Communication Channels

- Consultations
- Email
- Internet
- Newsletter (external)
- Questionnaires
- Website
- Posters, notices and other printed media
- Direct mail
- Press releases/media briefings

8. Key Stakeholders

Key stakeholders will include:

- The Executive

- Members
- Senior Corporate Management
- Residents in Halcon North
- Residents of TDBC
- Staff
- Partner agencies
- Media – both National and Local

Taunton Deane Borough Council

Executive – 19 January 2011

General Fund Earmarked Reserves

Report of the Strategic Finance Officer

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

1. Executive Summary

- 1.1 After the review of earmarked reserves in July 2010, £1.148m of earmarked reserves remained.
- 1.2 After a further review as part of the savings exercise for the 2011/2012 budget setting, £126,743.85 of earmarked reserves are no longer required to be held and it is recommended that these are transferred to the General Fund Reserves.

2. Background

- 2.1 In July 2010 a review of earmarked reserves was carried out and £62,028.55 of surplus earmarked reserves was identified for return to the General Fund Reserve.
- 2.2 After the return of these reserves £1,147,844.60 earmarked reserves remained.

3. Further Review of the Remaining Reserves

- 3.1 As part of the budget savings plans Theme Managers were asked to review the reserves that fell within their theme.
- 3.2 Each reserve has been reviewed to ensure that it was still required and the spending profile was reviewed at the same time.
- 3.3 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.
- 3.4 The reserves no longer required (*all relate to the General Fund*), and are detailed as follows:-

Earmarked Reserve	£	Reason
Planning Compensation	35,000.00	Investigations almost complete with only one claim outstanding. Whilst some provision needs to be maintained this can be reduced to £5k returning £35k to GF Reserve.
SmokeFree	26,018.85	Will now not be able to use. Write back to balances.
Kerbside Recycling	39,310.00	Review of the waste budgets have identified that this reserve is no longer required.
Reward Grant Waste	11,415.00	Review of the waste budgets have identified that this reserve is no longer required.
Project Man Waste Contract Contribution	15,000.00	Review of the waste budgets have identified that this reserve is no longer required
TOTAL	126,743.85	

3.4 A full list of the remaining reserves will be shared with members as part of the budget setting papers.

3.5 There are no comments from Corporate Scrutiny.

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 associated with the return of these reserves to the General Fund.

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 robust review process and the risk is low.

10. Partnership Implications

- 10.1 There are no partnership implications.

11. Recommendations

- 11.1 That Executive recommends to Council the transfer of £126,743.85 of surplus earmarked reserves to the General Fund Reserves in the 2010/11 financial year

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Taunton Deane Borough Council

Executive – 19 January 2011

Council Tax Base 2011/2012

Report of the Financial Services Manager

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

1 Executive Summary

<p>The Executive is requested to approve the Local Council Tax Base for 2011/2012, which is calculated at 40,390.60, an increase of 6.11 (0.02%) on the 2010/2011 Tax Base.</p>

2 Background

- 2.1 The Council Tax Base, which is calculated annually, has to be set between 1 December and 31 January each year. The purpose of this report is to request approval by the Executive of the Council Tax Base for the Borough and for each Parish for 2011/12.
- 2.2 The Tax Base is the Band D equivalent of the properties included in the Valuation Officer's banding list as at 15 October 2010, as adjusted for voids, appeals, new properties, etc and the provision for non-collection. The Band D equivalent is arrived at by taking the laid down proportion of each Band as compared to Band D, and aggregating the total. This is shown in Appendix A.
- 2.3 The approved Tax Base has to be notified to the County Council, the Police Authority, the Fire Authority, and to each of the parishes.

3 Other adjustments and rate of collection

- 3.1 Adjustments have also been included for new dwellings and for initial void exemptions for empty properties. The Council Tax Base also has to reflect the provision for losses on collection. The rate for 2011/12 is 1.0%, (0.8% the previous year) giving an anticipated collection rate of 99.0%.
- 3.2 The Council Tax Base for 2010/11 is 40,384.49 and the recommended Base for 2011/12 of 40,390.60 represents an increase of 6.11 or 0.02%. Recent experience has shown that the estimated rate of increase of Band D equivalents has not happened. A prudent approach has been taken on

estimated growth and other changes, particularly in view of the wider economic conditions.

- 3.3 Appendix A sets out in summary form the totals for each band. The adjustments for appeals and property movements are then shown and the total for each Band is expressed as "Band D equivalents".
- 3.4 Appendix B sets out the same information but shown for each individual parish and the unparished area, and with a further reduction for the non-collection provision.
- 3.5 Appendix C sets out the Band D equivalent for each parish with the parish reduction for non-collection provision and the resultant Local Tax Base.

4 Recommendations

- 4.1 The Executive is recommended to approve:
 - a) The calculation of the 2011/2012 Council Tax Base for the whole and parts of the area.
 - b) That, pursuant to this report, and in accordance with the Local Authority (Calculation of Tax Base) Regulations 1992, the amount calculated by Taunton Deane Borough Council as its 2011/2012 Tax Base for the whole area for the year shall be 40,390.60 and for the parts of the area listed below shall be:

Ash Priors	78.84	Neroche	251.93
Ashbrittle	97.37	North Curry	748.27
Bathealton	88.08	Norton Fitzwarren	820.30
Bishops Hull	1,075.48	Nynehead	157.34
Bishops Lydeard/Cothelstone	1,116.85	Oake	333.62
Bradford on Tone	290.50	Otterford	170.04
Burrowbridge	205.44	Pitminster	458.91
Cheddon Fitzpaine	639.63	Ruishton/Thornfalcon	614.50
Chipstable	128.01	Sampfard Arundel	132.51
Churchstanton	335.61	Staplegrove	713.43
Combe Florey	121.40	Stawley	130.08
Comeytrowe	2,092.08	Stoke St Gregory	389.61
Corfe	132.48	Stoke St Mary	204.23
Cotford St Luke	800.55	Taunton	16,033.53
Creech St Michael	946.10	Trull	1,029.79
Durston	59.57	Wellington	4,683.53
Fitzhead	123.27	Wellington (Without)	302.74
Halse	141.39	West Bagborough	168.06
Hatch Beauchamp	260.51	West Buckland	444.62
Kingston St Mary	452.76	West Hatch	141.96
Langford Budville	236.73	West Monkton	1,116.84
Lydeard St Lawrence/Tolland	204.07	Wiveliscombe	1,119.67
Milverton	598.41	GRAND TOTAL	40,390.60

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APPENDIX A

COUNCIL TAX 'T' FIGURE CALCULATION FOR 2011/12 CHARGE - TOTALS ALL PARISHES

Description of information	Band A (disabled) 5/9	Band A 6/9	Band B 7/9	Band C 8/9	Band D 9/9	Band E 11/9	Band F 13/9	Band G 15/9	Band H 18/9	Totals
Total no of banded dwellings	0.00	7,172.00	15,214.00	9,381.00	6,939.00	5,443.00	3,248.00	1,481.00	97.00	48,975.00
Plus: Additions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Less: Exempt dwellings	0.00	424.00	469.00	279.00	133.00	102.00	57.00	27.00	9.00	1,500.00
Less: Demolished dwellings	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disabled relief aggregate	8.00	41.00	10.00	-17.00	-2.00	-11.00	-11.00	8.00	-26.00	0.00
Total no of banded dwellings	8.00	6,789.00	14,755.00	9,085.00	6,804.00	5,330.00	3,180.00	1,462.00	62.00	47,475.00
25% discounts	2.00	4,202.00	5,905.00	3,013.00	1,929.00	1,082.00	529.00	187.00	7.00	16,856.00
50% discounts	0.00	71.00	61.00	71.00	37.00	55.00	36.00	50.00	6.00	387.00
10% discounts	0.00	152.00	132.00	71.00	65.00	66.00	37.00	16.00	0.00	539.00
Discounts deduction	0.50	1,101.20	1,519.95	795.85	507.25	304.60	153.95	73.35	4.75	4,461.40
MOD properties (exemption class O)	0.00	0.00	52.07	13.05	11.00	15.96	6.99	3.00	2.00	104.07
Net dwellings	7.50	5,687.80	13,287.12	8,302.20	6,307.75	5,041.36	3,033.04	1,391.65	59.25	43,117.67
Band D equivalents	4.17	3,791.87	10,334.44	7,379.73	6,307.75	6,161.66	4,381.06	2,319.42	118.50	40,798.59

APPENDIX B

TAX BASE - BAND D EQUIVALENTS

Band	A (disabled) 5/9	A 6/9	B 7/9	C 8/9	D 9/9	E 11/9	F 13/9	G 15/9	H 18/9	Totals
Taunton Deane Borough	4.17	3,789.10	10,334.43	7,379.73	6,310.75	6,162.88	4,379.62	2,319.42	118.50	40,798.59
Ash Priors	0.00	3.03	2.14	2.89	7.00	17.29	30.69	14.58	2.00	79.63
Ashbrittle	0.00	3.67	7.00	13.11	14.50	17.72	27.52	13.33	1.50	98.35
Bathealton	0.00	3.50	2.14	7.11	6.50	24.44	32.86	10.42	2.00	88.97
Bishops Hull	0.56	72.10	278.76	207.64	228.40	163.17	73.88	58.33	3.50	1,086.34
Bishops Lydeard/Cothelstone	0.00	69.30	212.33	213.02	234.95	169.58	91.36	133.58	4.00	1,128.13
Bradford on Tone	0.00	8.83	7.19	28.58	51.25	66.00	75.83	53.75	2.00	293.44
Burrowbridge	0.00	7.17	18.08	24.67	44.65	53.17	46.94	10.83	2.00	207.51
Cheddon Fitzpaine	0.00	15.33	91.19	184.80	104.15	134.14	87.39	27.08	2.00	646.09
Chipstable	0.00	7.10	10.81	14.36	16.90	34.53	32.86	11.25	1.50	129.31
Churchstanton	0.00	14.50	29.98	35.24	73.00	83.42	69.19	31.67	2.00	339.00
Combe Florey	0.00	0.83	5.64	12.22	15.40	26.89	39.72	21.92	0.00	122.62
Comeytrove	0.00	45.27	363.81	679.24	396.20	420.44	154.92	53.33	0.00	2,113.21
Corfe	0.00	2.67	6.22	16.00	11.90	14.67	35.03	45.83	1.50	133.82
Cotford St Luke (New)	0.00	10.33	95.90	285.64	102.75	163.84	145.17	5.00	0.00	808.63
Creech St Michael	0.42	10.43	87.81	245.11	227.45	251.78	91.58	37.08	4.00	955.66
Durston	0.00	0.50	5.64	16.00	4.00	12.83	11.19	10.00	0.00	60.17
Fitzhead	0.00	0.60	7.31	17.24	25.75	29.94	19.50	24.17	0.00	124.52
Halse	0.00	1.50	3.31	7.56	21.25	45.10	31.27	30.83	2.00	142.82
Hatch Beauchamp	0.00	3.43	31.50	36.89	35.15	62.94	62.47	28.75	2.00	263.14
Kingston St Mary	0.00	19.00	49.19	36.49	35.40	78.22	89.19	140.83	9.00	457.33
Langford Budville	0.00	2.93	21.00	29.33	43.25	41.13	59.22	36.25	6.00	239.12
Lydeard St Lawrence/Tolland	0.00	5.60	25.47	14.89	24.90	48.77	60.67	25.83	0.00	206.13
Milverton	0.00	29.00	92.79	75.78	87.50	99.31	150.58	67.50	2.00	604.46
Neroche	0.00	5.00	16.53	34.22	34.40	40.64	84.36	33.33	6.00	254.48
North Curry	0.00	48.70	61.44	56.13	123.25	209.86	157.44	95.00	4.00	755.83
Norton Fitzwarren	0.00	155.20	200.21	208.93	136.15	69.51	29.28	22.30	7.00	828.59
Nynehead	0.00	7.50	9.33	21.78	22.90	40.03	31.06	23.33	3.00	158.93
Oake	0.00	26.33	17.81	37.02	66.25	67.41	89.92	26.25	6.00	336.99
Otterford	0.00	10.83	5.64	11.24	24.25	59.46	48.75	9.58	2.00	171.76
Pitminster	0.00	9.93	17.03	29.33	42.65	108.66	121.69	125.25	9.00	463.55
Ruishton/Thornfalcon	0.00	69.00	52.89	108.93	157.40	156.32	54.17	20.00	2.00	620.71
Sampford Arundel	0.00	3.83	7.58	16.00	23.30	42.96	21.67	16.50	2.00	133.84
Staplegrove	0.00	40.50	148.48	112.80	100.40	167.93	99.52	49.00	2.00	720.63
Stawley	0.00	3.83	6.81	12.67	10.00	31.47	37.19	22.92	6.50	131.39
Stoke St Gregory	0.00	12.37	76.03	39.78	81.90	89.22	56.33	37.92	0.00	393.54
Stoke St Mary	0.00	18.67	17.23	16.00	15.00	25.42	67.89	46.08	0.00	206.29
Taunton	2.64	2,263.47	6,077.29	2,939.96	2,293.25	1,342.34	934.51	338.03	4.00	16,195.49
Trull	0.00	21.93	52.11	105.11	158.70	241.45	234.72	220.67	5.50	1,040.19
Wellington	0.56	561.23	1,639.52	938.98	724.15	628.89	187.92	49.58	0.00	4,730.83
Wellington (Without)	0.00	6.67	9.33	24.13	41.75	90.14	107.11	26.67	0.00	305.79
West Bagborough	0.00	1.17	30.33	16.67	22.40	29.70	35.24	30.25	4.00	169.76
West Buckland	0.00	10.83	97.03	67.11	51.00	97.47	72.58	52.08	1.00	449.11
West Hatch	0.00	7.17	3.89	8.44	24.75	35.75	42.97	20.42	0.00	143.39
West Monkton	0.00	89.83	100.33	124.13	160.65	338.56	223.53	87.08	4.00	1,128.12
Wiveliscombe	0.00	78.47	232.36	246.53	184.05	190.36	122.71	75.00	1.50	1,130.98
Total	4.17	3,789.10	10,334.43	7,379.73	6,310.75	6,162.88	4,379.62	2,319.42	118.50	40,798.59
Non Collection Provision (1.0%)	-0.04	-37.89	-103.34	-73.80	-63.11	-61.63	-43.80	-23.19	-1.19	-407.99
COUNCIL TAX BASE	4.13	3,751.21	10,231.08	7,305.94	6,247.64	6,101.25	4,335.82	2,296.22	117.32	40,390.60

APPENDIX C

2011/12 LOCAL TAX BASE (WHOLE/PART AREAS)

	Band D Equivalents	Provision for Non Collection (at 1.0%)	Local Tax Base
Taunton Deane Borough Council - whole area	40,798.59	-407.99	40,390.60
Ash Priors	79.63	-0.80	78.84
Ashbrittle	98.35	-0.98	97.37
Bathealton	88.97	-0.89	88.08
Bishops Hull	1,086.34	-10.86	1,075.48
Bishops Lydeard/Cothelstone	1,128.13	-11.28	1,116.85
Bradford on Tone	293.44	-2.93	290.50
Burrowbridge	207.51	-2.08	205.44
Cheddon Fitzpaine	646.09	-6.46	639.63
Chipstable	129.31	-1.29	128.01
Churchstanton	339.00	-3.39	335.61
Combe Florey	122.62	-1.23	121.40
Comeytrove	2,113.21	-21.13	2,092.08
Corfe	133.82	-1.34	132.48
Cotford St Luke	808.63	-8.09	800.55
Creech St Michael	955.66	-9.56	946.10
Durstun	60.17	-0.60	59.57
Fitzhead	124.52	-1.25	123.27
Halse	142.82	-1.43	141.39
Hatch Beauchamp	263.14	-2.63	260.51
Kingston St Mary	457.33	-4.57	452.76
Langford Budville	239.12	-2.39	236.73
Lydeard St Lawrence/Tolland	206.13	-2.06	204.07
Milverton	604.46	-6.04	598.41
Neroche	254.48	-2.54	251.93
North Curry	755.83	-7.56	748.27
Norton Fitzwarren	828.59	-8.29	820.30
Nynehead	158.93	-1.59	157.34
Oake	336.99	-3.37	333.62
Otterford	171.76	-1.72	170.04
Pitminster	463.55	-4.64	458.91
Ruishton/Thornfalcon	620.71	-6.21	614.50
Sampfard Arundel	133.84	-1.34	132.51
Staplegrove	720.63	-7.21	713.43
Stawley	131.39	-1.31	130.08
Stoke St Gregory	393.54	-3.94	389.61
Stoke St Mary	206.29	-2.06	204.23
Taunton	16,195.49	-161.95	16,033.53
Trull	1,040.19	-10.40	1,029.79
Wellington	4,730.83	-47.31	4,683.53
Wellington (Without)	305.79	-3.06	302.74
West Bagborough	169.76	-1.70	168.06
West Buckland	449.11	-4.49	444.62
West Hatch	143.39	-1.43	141.96
West Monkton	1,128.12	-11.28	1,116.84
Wiveliscombe	1,130.98	-11.31	1,119.67
COUNCIL TAX BASE	40,798.59	-407.99	40,390.60

Taunton Deane Borough Council

Executive - 19 January 2011

Review of the Location of the Taunton Tourist Information Centre

Report of the Economic Development Specialist

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

Executive Summary

As part of the Core Council Review earlier this year Officers were instructed to review the location of the Taunton Tourist Information Centre. This report presents the findings of that review and, having looked at alternative locations for the TIC, recommends that the service remains at its current location in the short term.

1. Background to this report

- 1.1 The Taunton Tourist Information Service (TIC) is currently based in accommodation within the Library, leased from Somerset County Council. It provides an important element of the Economic Development service, providing tourist information services (signposting/accommodation bookings etc) as well as selling maps/guides and local crafts. It also acts as a ticket agency (eg: Berry's Coaches/Superbreak) and sells tickets for many local cultural events.
- 1.2 As part of the Core Council Review carried out earlier this year significant savings were sought in relation to the TIC, including within staffing levels and accommodation costs. That resulted in staffing numbers being cut and greater emphasis put on sales and income from commissions. Officers have also investigated alternative premises within the town centre, which would lead to reduced running costs without compromising the level of service provided.
- 1.3 The Executive considered a report on 9th February 2010, which informed Members of progress made in reducing staffing costs and identifying alternative premises. This report deals only with the accommodation issue.
- 1.4 The Corporate Scrutiny Committee considered this item at its meeting on 16th December 2010, and recommended that the TIC should remain at its present location for the foreseeable future, albeit with better signage. Members of the Committee made additional comments on the report, which are summarised in Section 11.

2. Location options

2.1 In the report considered by The Executive on 9th February, Members were presented with various relocation suggestions. This report provides an update on the current opportunities in relation to those properties.

2.2 Existing Location - Taunton Library

Since consideration of the February report the Council has signed a 3 year lease with Somerset County Council to extend the TIC's existing accommodation adjacent to the library, to 31 March 2013. That lease reduced the rent from £23,000 to £12,000 pa. Were the Council to surrender the lease before the end of its term a payment of 12 months rent would be required.

Whilst the current TIC has limited visibility within the town centre, it has distinct benefits, including the amount of space available (150sqm in total), and its location near to the main car parks, which new visitors to the town would use. This option would avoid any one off relocation and refurbishment costs.

2.3 Market House

In September this year Age Concern surrendered the lease on its retail unit within Market House, returning vacant possession to the Council. The property totals 100sqm, though around only a third of that is on the ground floor. Were the Council to relet the property South West One estimates that it could achieve around £11,000 pa rental income for the whole premises but this would be less if just the ground floor space was occupied.

The TIC Manager has viewed the property. His view is that while the available unit is in a prime location, with excellent profile, the amount of space available on the ground floor would be very limiting.

Were the centre to relocate to that property it would require significant refurbishment work, estimated around £20,000, to include the provision of suitable wheelchair access.

2.4 County Museum

The refurbishment of the County Museum has progressed significantly, and the County Council is aiming to open the new centre in late Summer 2011. No provision has been made in the property for the kind of space required by the TIC. However the TIC Manager is working with the Museum Project Manager over cross promotion of both services.

2.5 The Deane House Reception

This option would avoid paying any accommodation costs and would involve lower refurbishment / fit out costs than other locations. It would also open up the future option of management of the service as part of the South West One contract. However, The Deane House is poorly located in comparison with the other options considered and the opening of the building at weekends could prove problematic.

2.6 Brewhouse Theatre and Arts Centre

The Brewhouse is located in a town centre location, and although not on a main shopping street, the TIC would undoubtedly benefit from linked trips, and it would encourage footfall through Somerset Square. Shared use of the property might also lead to shared box office and ticketing facilities, and ultimately shared staffing resources.

The TIC Manager has met with the CEO of the Brewhouse Theatre, and the latter has provided an estimate of the costs involved in the potential relocation. In summary they would be:

- Desk space, use of 20/25 sqm of space in the entrance area and limited storage on site £13,000 pa
- One off conversion/ refurbishment costs: £22,000

The annual 'rent' alone would lead to increased costs for the Council for a significantly smaller space.

3.0 Conclusions

- 3.1 Since consideration of the previous report in February the accommodation costs of the TIC have been reduced, through the successful renegotiation of the lease agreement on the library with the County Council. Whilst it is acknowledged that there are relative advantages of various of the options, Officers recommend that the TIC remains in the existing accommodation in the short term for the following reasons:
1. The one-off costs of refurbishment and relocation of each of the other options;
 2. The disruption to customers caused by moving the service;
 3. The lease (and financial) commitment in the current location;
 4. The reduction in space offered in the other options.
- 3.2 In discussing the accommodation requirements of the TIC with the Brewhouse the opportunity to share booking and ticketing costs was explored, and it is anticipated that those discussions will be continued irrespective of co-location.
- 3.3 Officers recommend that the TIC remains in the current property for the next 2 or 3 years but the Council needs to be mindful that opportunities may arise in the meanwhile to revisit this issue. For example, proposals to redevelop the library as part of the larger town centre regeneration are currently estimated to be 2-3 years away. That redevelopment will impact directly on the current location of the TIC and may create the opportunity for a new, bespoke centre. Furthermore, the lease on the main part of the Market House expires in 2015, which would provide the opportunity for the Council to take vacant possession of the whole property. Finally, should the Brewhouse be successful in attracting funding to enable an extension to the theatre it would make sense to discuss co-location at the early, design stage.

4. Finance Comments

4.1 The re-negotiation of the rent to £12,000 makes the current location the lowest cost, practical option. In addition, by remaining at the library there is no need to incur relocation and fitting-out costs.

5. Legal Comments

5.1 tbc.

6. Links to Corporate Aims

6.1 This proposal links to the Regeneration Aim of the Corporate Strategy.

7. Environmental and Community Safety Implications

7.1 There are no direct Environmental and Community Safety implications of this report at this stage.

8. Equalities Impact

8.1 There are no equalities implications at this stage.

9. Risk Management

9.1 The main risks associated with the report relate to the potential loss of custom to the TIC, and therefore income to the Council. It is Officers' view that the course of action recommended would result in the lowest risk to the Council in that regard.

10. Partnership Implications

10.1 There are no direct partnership implications of this report

11. Corporate Scrutiny Recommendation

11.1 The Corporate Scrutiny Committee considered this item at its meeting on 16th December 2010. During the discussion o Members made the following comments and asked questions:

- The Brewhouse Theatre should be more supportive of the Council in providing a suitable location for the Tourist Information Centre;
- Whilst footfall could reduce if the Tourist Information Centre was relocated to the Brewhouse, it could bring additional business to that area of town;
- Long term plans should be made to ensure a suitable location in the future; and
- More signage should be provided for the Tourist Information Centre.

11.2 The Committee resolved that:

(1) The continued location of the Tourist Information Centre in its current position for the duration of its lease be supported; and

(2) Executive Councillor Cavill be requested to consider providing additional signage for the Tourist Information Centre.

Recommendation

It is recommended that the Taunton TIC remains in its current location, adjacent to the Library, for the remainder of its lease.

Contact officer: David Evans 01823 35 65 45 or d.evans@tauntondeane.gov.uk

Taunton Deane Borough Council

Executive – 19 January 2011

Somerset Waste Partnership Business Plan

Report of the Strategic Director (Shirlene Adam)

(This matter is the responsibility of Executive Councillor Ken Hayward.)

1. Executive Summary

To seek approval for the Somerset Waste Partnership's Draft Business Plan including consideration of an extension of the Waste and Recycling Collection Contract.

This report was considered by Community Scrutiny on 11th January and a verbal update on their comments will be provided at the Executive meeting.

2. Background

- 2.1 The Somerset Waste Partnership (SWP) has, since October 2007, managed waste and recycling services on behalf of all local authorities in Somerset. The partnership is governed through a Joint Committee known as the Somerset Waste Board. The SWP Constitution requires the single client unit to prepare a Draft Business Plan with an accompanying Action Plan on an annual basis.
- 2.2 The Somerset Waste Board will be requested to finally approve the Business Plan at their meetings in Feb / March – after each Partner authority has considered and commented on the proposals.
- 2.3 The Draft Business Plan and associated Action Plan are key documents for the Somerset Waste Partnership and are shared with Taunton Deane Borough Council for consultation and comment. They describe the “business” of the partnership and any major changes to the operating environment, together with details of strategic risks and key priorities. It is the primary means to seek approval for - and resources to implement - its proposals from the partner authorities.
- 2.4 The plan covers a 5 year horizon with particular focus on the next 12 months.
- 2.5 The Somerset Waste Partnership Board has considered the draft Business Plan and now requests that each Partner authority considers the proposals

therein. Under the terms of the Inter Authority Agreement, the Board cannot make a decision that has an adverse financial implication on any partner without the consent of that partner. The Board also cannot refuse to accept savings targets handed down – but it does have discretion on how those savings can be implemented, provided all partners sign up through approval of the draft plan.

- 2.6 In a similar vein, some partners have sought assurance that the “supercredit” arrangement for additional recyclable material collected via Sort It Plus should remain in place despite the need to make efficiencies. The “supercredit” scheme has been approved by the Board and any changes would similarly need to be agreed by the Board for the reasons described above. The Board have also agreed that the position will be reviewed on completion of the Sort It Plus roll out with a view to returning to a single (enhanced) basic rate for all eligible material.
- 2.7 The Board will meet to finally approve the business plan in February / March, once it has been considered by all Partner authorities.
- 2.8 The Board can, by majority vote, amend the Business Plan during the year in order to accommodate any unforeseen circumstances and to assist the Board to achieve the Aims and Objectives. Any partner council can request such an amendment at any time.
- 2.9 Comments are requested if possible before the Board meeting on 11 February 2011 so that the Board can adopt the Plan at its meeting in March 2011 at the latest.
- 2.10 The detail of the draft Business Plan is set out in the appendices to this covering report as follows:-

Appendix 1 – Business Plan / Action Plan / Budget

Appendix 2 – Communications Plan 2011/12

Appendix 3 – Risk Register

Appendix 4 – CONFIDENTIAL – Basis For Contract Extension

3. Disposal Contract – Key Issues

- 3.1 The key issue for the disposal contract is the savings target agreed by SCC’s Full Council meeting of 10 November which could require the Waste Board to close up to eight Recycling Centres (HWRCs) as a means of finding the necessary savings for the period 2011/12 - 2013/14. This is in addition to further reductions in opening hours/days and implementation of charging for “industrial” materials. This reflects the fact that the County Council has to find an unprecedented level of savings across all services as a result of the Comprehensive Spending Review and the overall decline in available funding. There are limited options for reducing expenditure on waste disposal. The majority of costs are either contractual or linked to taxation, both being linked to volume of waste over which we have limited means of control in the short term.

- 3.2 A range of criteria has been used to identify the initial four HWRCs for potential closure. A summary of the rationale has been posted on the Somerset Waste website. The criteria included site costs, household numbers served, level of materials received and distances to alternative sites. The application of these criteria has led to the following sites being identified for potential closure by 1 April 2011:-

Coleford in Mendip
Crewkerne in South Somerset
Dulverton in West Somerset
Middlezoy in Sedgemoor

- 3.3 SCC Members and Officers along with the Managing Director have participated in workshops with representatives of elected councils from three tiers of Government in the areas around the four sites named as at risk of closure. The workshop at Crewkerne was held on 30 November 2010. It has been made clear that any alternatives to closure which can realise the same level of savings as closure will be considered. On 10 December 2010 the Board authorised the Managing Director to proceed to investigate alternative options together with any necessary consultation and contract negotiations in relation to the potential Recycling Centre closures and report back to the Board on 11 February 2011.

4. Collection Contract - Key Issues

- 4.1 The key issue for the collection contract is in relation to the annual inflation uplift. This is set out in detail in Confidential Appendix 4. The Contract with May Gurney sets out a process for annual consideration of increase in contract costs. The default position, in the absence of any other agreement is the application of RPIX, to which we would be bound to add the deferred RPIX uplift from the current year. The alternative proposition is a mix of measures that will reduce this by around 48%. In exchange for this improved offer, May Gurney have proposed a contract extension, probably by a second seven year term, taking the contract to October 2021. The basis for the contract extension proposal from May Gurney is set out in Confidential Appendix 4.
- 4.2 Members should also note that the proposed package of measures includes the secondment of SWP staff to May Gurney. This is helpful to the contractor as SWP staff have useful skills and experience which would be of benefit across the South West. It benefits SWP as it provides an opportunity for staff to gain experience both externally and internally, as others cover the gaps in the structure. The proposal is also helpful as it will help prepare the organisation for changes required to deliver efficiency savings.
- 4.3 This measure does bring some risks around the capacity of the SWP to implement further change.

5. Other Key Areas for 2011-16

- 5.1 Roll out of Sort It Plus in West Somerset. The dates are to be confirmed with West Somerset District Council but it is intended to complete this by March 2012 as originally envisaged. The roll out needs to be complete by this date to avoid loss of the county-wide discount from May Gurney.
- 5.2 Promote the “recycle for all it’s worth” message – particularly in low performing areas.
- 5.3 Provide solutions for communal (ie flats, high rise, other dwellings with shared facilities) and other properties that are not served or only partially served by Sort It Plus.
- 5.4 Development / use of Anaerobic Digestion facility or facilities for food waste processing and renewable energy generation.
- 5.5 Work with contractors to explore efficiencies at the client contractor interface (for example simplifying processes for accountancy, invoicing, customer complaint resolution, monitoring contractor performance etc) to cut out any duplication or unnecessary steps. This process has commenced and will be completed in 2011.
- 5.6 The SWP aspires to continue work to support recycling and waste minimisation for small businesses. As this is not a core funded activity, it will depend on continued external financial support which is not yet identified.
- 5.7 With regret it is also proposed to cease direct funding to the Somerset Waste Action Programme from 2011/12. SWP has worked with the Carymoor Environmental Trust (CET) for many years to provide a vibrant and valuable education resource to schools and the wider community. This area was reluctantly identified by Board members as a discretionary area of spend which could be offered as a saving. SWP will continue to work with CET and Viridor to seek other sources of funding (for example EU LARC funding) and to deliver targeted communications work where there is a clear business case to do so.

6. Finance Comments

- 6.1 The Somerset Waste Partnership (SWP) is almost exclusively funded from contributions from partners and has no block grant from Central Government or any reserves whatsoever. It is therefore dependent on agreement between partners on the level of funding provided by each of them in line with the cost sharing formula. Business Planning and Budget setting are part of the same process.
- 6.2 The Annual Budget, once finally approved, will become the new measure for SWP financial performance for 2011/2012. SWP will continue to share the

costs among partners in the same way as previously, following our recent review of the Cost Sharing Agreement.

- 6.3 A summary of the Draft Annual Budget is included within the Business Plan.
- 6.4 The Draft Annual Budget may still need to be adjusted for the following technical reasons:-
- (i) Final contract inflation for both collection and disposal contracts.
 - (ii) Final agreement with May Gurney in relation to the annual uplift for household growth (proposals covered below)
 - (iii) Any late changes from partners in terms of household numbers or other demographic changes.
 - (iv) Any further reductions in services that partners may deem necessary in order to balance their overall budgets for 2011/2012.

7. Legal Comments

- 7.1 The proposed contract extension for waste collection will require the Council to enter into a legal contract with the service provider. This will only be done once the Business Plan has been finally approved by the Somerset Waste Board (and hence all partners).

8. Links to Corporate Aims

- 8.1 Somerset Waste Partnership is one of Taunton Deane Borough Council's key partnerships and takes client and operational responsibilities for delivery of are recycling and waste reduction priorities.

9. Environmental and Community Safety Implications

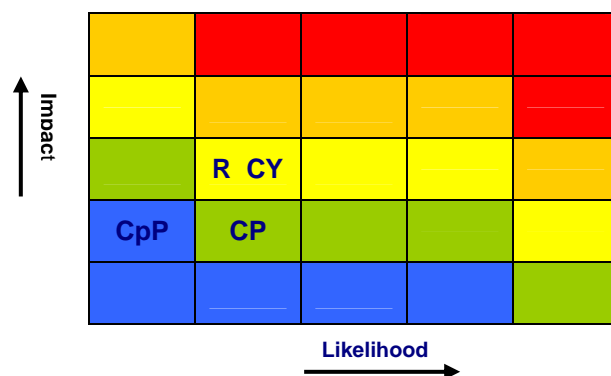
- 9.1 Clearly, the vision of SWP is reducing carbon emissions and to "play a major role in the process of maximising resource-efficiency and minimising the overall carbon impact of Somerset's economy through innovative thinking leadership and proactive service development. To do this is in a way that involves and challenges householders and small businesses to avoid waste in the first place and assist the to recycle, compost or recover energy value from what remains".

10. Equalities Impact

- 10.1 There are equalities implications in relation to the potential closure of up to eight Recycling Centres. The elderly may be disproportionately affected, particularly in the rural west of the county where the proportion of those aged 65 or over is high and who will have longer travels times to the next nearest site. Proposals to increase charges will impact on the population in general but particularly those on low incomes. The plan also highlights the roll out of sort it plus to these areas during the period which will improve kerbside recycling services thus reducing journey potential for keen recyclers who are currently using recycling centres for plastic bottles and card.

11. Risk Management

11.1 This matrix only identifies the risk associated with taking the decision as set out in the report as the recommendation(s). Should there be any proposal to amend the recommendation(s) by either members or officers at the meeting then the impact on the matrix and the risks it identifies must be considered prior to the vote on the recommendation(s) taking place.



Key

Categories	Colours (for further detail please refer to Risk management strategy)
R = Reputation	Red = High impact and high probability
CpP = Corporate Plan Priorities	Orange = Major impact and major probability
CP = Community Priorities	Yellow = Moderate impact and moderate probability
CY = Capacity	Green = Minor impact and minor probability
F = Financial	Blue = Insignificant impact and insignificant probability

12. Partnership Implications

12.1 Somerset Waste Partnership is one of Taunton Deane Borough Council's key partnerships and takes client and operational responsibilities for delivery of are recycling and waste reduction priorities.

13. Recommendations

13.1 The Executive is requested to approve the contents of the Draft Business Plan. If members identify any major aspect(s) of the Draft Business Plan they cannot approve, or would like to see amended, members are recommended:

- (i) to agree that these comments be notified to the SWP partners and taken back to the Board in February 2011, and
- (ii) to indicate any conditions or alternative proposals which would be acceptable.

13.2 More general comments are invited; these will be noted and considered for inclusion in the next iteration of the Plan

Contact: Shirlene Adam, Strategic Director, 01823 356310
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(A) Vision

The Board adopted the following Vision in its first Business Plan, approved in July 2008:

To play a major role in the process of maximising resource-efficiency and minimising the overall carbon impact of Somerset's economy through innovative thinking, leadership and proactive service development.

To do this in a way that involves and challenges householders and small businesses to avoid waste in the first place and assist them to recycle, compost or recover energy value from what remains.

For 2011-16, we add:

To continue to demonstrate class leading value for money, transparency and accountability while making further efficiencies. Where any changes to services are required to be made, we will aim to make them in a way that minimises any potential adverse consequences for the community, the partners and the local economy.

(B) Priorities

Our key priorities are:

1. Work with the community to promote waste avoidance and prevention and to maximise reuse, recycling and recovery of discarded materials that were not avoided.
 - *We will remain committed to driving improvement primarily through waste minimisation and recycling/composting which is not avoided.*
 - *We will do this primarily through development of the Sort It Plus kerbside collection system. We will encourage maximum participation in the existing scheme as well as further enhance this where it is economic to do so.*
 - *We will maintain a network of Recycling Centres for household waste and extend to trade waste, recovering costs where possible.*
2. Work proactively with existing partners and seek new partners to deliver class-leading value for money.
 - *Where possible we will seek to make savings in a manner that does not impact on service delivery.*

- *Where levels of service are reduced as a consequence of savings, we will work with our partners to minimise any potential adverse consequences for the community, the partners and the local economy.*
3. Seek opportunities to strengthen the local green economy and to minimise local and global impacts of our activities.
 - *Where we plan service changes or developments we will seek to find local partners and solutions as far as possible.*
 4. Seek long term affordable and sustainable alternatives to landfill for material that cannot be avoided or recovered.
 - *We will continue to seek a non-landfill option which offers both environmental and economic benefits in the short term*
 5. Continue to challenge and influence the resource management agenda at a national level and implement new national policies locally as efficiently as possible.
 - *We will continue to play our part in encouraging other local authorities to follow our best practice and to influence the development of Government policies. In doing this we will recover our costs wherever possible.*

In order to contribute to the reduction required to public service spending locally, we will not be able to:

1. Provide such open, free access to Recycling Centres as we have in the past. Most sites will remain open and will continue to offer a wide range of recycling opportunities.
 - *We will evaluate the impact of closing sites (if this is confirmed) and reduced hours to see what impact this is having on our priorities.*
2. Directly support an education programme for schools and local community groups.
 - *We will continue to work with the Carymoor Environmental Trust (CET) in support of both parties' wider objectives.*
 - *We will assist CET to obtain 3rd party funding to this end.*
3. Offer tailored, direct neutral support to SMEs on access to recycling facilities.
 - *We will work with May Gurney to develop accessible recycling services to businesses, particularly those in the more remote areas of the county.*
 - *We will continue to provide a business recycling directory with details of all commercial recycling service providers locally who chose to provide us with this information.*
 - *We will continue to work with Viridor to provide convenient and accessible recycling opportunities for producers of commercial waste at all Recycling Sites.*

(C) Action Plan

	Key Priority Area	Who	When	Expected Outcome
1.	Work with the community to promote waste avoidance and prevention and to maximise reuse, recycling and recovery of discarded materials that were not avoided.			
1.2	Roll out Sort It Plus in West Somerset.	Head of Operations	Complete by November 2011 (TBC)	Whole county on single service model
1.3	On-going evaluation of the economics and practicalities of adding new materials for recycling to kerbside collections and Recycling Centres in conjunction with May Gurney and Viridor.	Operations/Strategy Team	Spring 2011 and annually each Autumn	Increased capture of materials and meet public expectations
1.4	Implement communications plan to increase waste reduction, reuse and recycling.	Strategy Team	Throughout year	Less waste and more reuse and recycling
1.5	Investigate and, if resources permit, trial schemes to improve services and maximise capture from flats and other communal type properties.	Head of Ops/Strategy Team	Completed by Autumn 2011	Determine if there is a business case for further investment
1.6	Review and update SWP's waste minimisation strategy.	Strategy Team	Spring 2012	New actions and targets to minimise waste

	Key Priority Area	Who	When	Expected Outcome
2.	Work proactively with existing partners and seek new partners to deliver class-leading value for money.			
2.1	Subject to other options being evaluated, close recycling centres at Dulverton, Coleford, Crewkerne and Middlezoy. This is an austerity measure which is projected to realise a net saving allowing for transfer of material to other sites or kerbside collection, reductions in cross-boundary traffic (at peripheral sites) and an initial increase in illegal disposal. It is realised that there will be disruption and increased costs for some residents in the areas affected.	Operations team, Communications team	Closure from 1 st April 2011	Achieve net savings of £314K pa, transfer of most material to other sites or kerbside collection, reduction in cross-boundary traffic
2.2	Reduction of opening hours/days at all sites to meet further savings requirements.	Operations team	From 1 st April 2011	Achieve net savings of £200K pa
2.3	Implement charging at Recycling Centres for categories of waste for which this is permitted. This facility will be available to commercial operators as well as domestic users.	Operations Team	From 1 st April 2011	Achieve savings of £500Kpa
2.4	Evaluate the impact of changes to Recycling Centre provision and policies to see what impact this is having on our priorities and make further recommendations accordingly. This will include evaluation of closing up to four further sites which would not be identified until this exercise is completed.	Managing Director and Ops Team	By September 2011 for next MTFP round	Potential further efficiency savings or avoided extra costs
2.5	Maintain dialogue with adjoining authorities regarding opportunities for collaboration in client groups and potential joint contracting.	Managing Director and Chairman	Underway - report to Board by June 2011	Potential further efficiency savings via economies of scale

	Key Priority Area	Who	When	Expected Outcome
2.6	Subject to approval from WCA partners and agreement with May Gurney, extend the recycling and waste collection contract.	Managing Director	Underway – complete by April 2011	Potential further efficiency savings
2.7	Secondment of staff to May Gurney as means of furthering objectives of both organisations and developing staff.	Managing Director	Under consideration– complete by April 2011	Contribution to savings through positive opportunities
2.8	Streamline the interface between SWP and May Gurney to ensure more efficient back room operations such as accountancy, invoicing, customer complaint resolution and monitoring contractor performance	Managing Director and Head of Ops	Underway – complete by April 2011	Potential further efficiency savings
2.9	Investigate setting up a Local Authority Trading Company or similar vehicle to facilitate shared services or staff secondments. It is not intended that this would increase staff numbers.	Managing Director	Report to Board by June 2012	To provide staff or services to other organisations
2.10	Implement a policy to charge developers or householders for providing receptacles for new developments or households without a bin.	Operations Team	April 2011	Reduce cost of replacement bins
2.11	Review zones and round structure post SI+ implementation to ensure all services are fully optimised (particularly full integration of Chard/Ilminster into the greater Taunton area).	Operations Team	March 2012	Potential further efficiency savings

	Key Priority Area	Who	When	Expected Outcome
2.12	Roll out Wisper property-database connectivity to all district customer service centres and investigate opportunities this presents to rationalise duplicate and overlapping waste data-management processes and improve performance monitoring county wide.	Ops and Customer Services Teams	By June 2011	Potential further efficiency savings, improved transaction processing and improved provision of service information
2.13	Seek planning support for SWP guidance on waste services provision to be adopted at all new housing developments.	Strategy and Operations Teams	Autumn 2011	New housing better designed to facilitate service provision

	Key Priority Area	Who	When	Expected Outcome
3.	Seek opportunities to strengthen the local green economy and to minimise local and global impacts of our activities.			
3.1	Work with May Gurney to develop accessible waste collection and recycling services to businesses, particularly those in remoter areas.	Operations Team	Sept 2011	Enhance options for SMEs and potential income stream
3.2	Explore local solutions for Anaerobic Digestion where these meet cost, regulatory and reliability requirements. To be completed following Government Review expected May '11.	Managing Director	Report to Board by Sept 2011	Potential local solution with local benefits

	Key Priority Area	Who	When	Expected Outcome
4.	Seek long term affordable and sustainable alternatives to landfill for material that cannot be avoided, recycled or recovered.			
4.1	To maintain a watching brief on energy from waste options identified through stakeholder workshops in 2009/10. Further progress unlikely until after publication of Government Policy Review (expected May 2011).	Managing Director	Reports to Board on a quarterly basis	Long term cost effective alternative to landfill providing power & preferably heat

	Key Priority Area	Who	When	Expected Outcome
5.	Continue to challenge and influence the resource management agenda at a national level and implement new national policies locally as efficiently as possible.			
5.1	Working with partner Marks and Spencer and other parts of the packaging chain, continue to press Government for more transparency and targeted resources for frontline services from producers of packaging and other materials obligated under producer responsibility Regulations.	Managing Director	National Waste Policy Review (May 2011)	Aiming for producers to take more responsibility for costs of collecting materials
5.2	The partnership will, both through Defra and directly, give reasonable assistance to other parts of the local Government community exploring joint working or enhanced kerbside collection, recovering costs wherever possible.	Managing Director and Strategy Team Leader assisted by Board Members where appropriate	Continuing at least until March 2012.	Enhanced reputation. Greater efficiencies nationwide and opportunities for shared knowledge
5.3	Review local policies for charging for waste collection and disposal from the class of premises currently known as "schedule 2" in the light of proposed new regulations.	Head of Operations	Following results of Govt consultation by April 2011	Removes current uncertainty closing a long chapter of concern

(D) Summary of Draft Annual Budget 2011/12

Rounded £000s	Total	SCC	MDC	SDC	SSDC	TDBC	WSDC
Expenditure							
SWP Client Salaries & On-Costs	936	448	109	113	161	109	-3
Other Head Office Costs	270	114	28	29	41	28	31
Support Services	156	69	18	18	26	18	6
Disposal - Landfill	7409	7409					
Disposal - HWRCs	7972	7972					
Disposal - Food waste	1420	1420					
Disposal - Hazardous waste	437	437					
Composting	1540	1540					
Kerbside Recycling	7462		1607	1579	2381	1526	370
Green Waste Collections	1849		389	521	406	466	67
Household Refuse	5326		1134	1045	1565	1034	547
Clinical Waste	101		21	21	31	21	7
Bulky Waste Collection	186		49	33	45	43	16
Commercial Waste	54		0	0	54	0	0
Container Maintenance	186		39	40	61	40	6
Pension Costs	113		6	6	92	6	2
Transitional Costs	200		41	42	61	41	15
Depot Costs	176		36	37	53	36	13
Housing Growth Adjustment	200		41	43	61	41	15

Transfer Station Avoided Costs	272	272					
Recycling Credits	2402	2402					
Capital Financing Costs	210		48	36	71	35	19
Total Direct Expenditure	38877	22083	3566	3563	5109	3444	1111

Income							
Sort It Plus Discounts	-647		-126	-141	-210	-159	-11
Transfer Station Avoided Costs	-272		-56	-58	-83	-56	-20
May Gurney Secondment							
Saving	-250	-114	-28	-29	-41	-28	-10
Recycling Credits	-2379		-534	-522	-726	-476	-121
Total Income	-3548	-114	-744	-750	-1060	-719	-162
Total Net Expenditure	35327	21969	2821	2815	4049	2724	949

E) Transparency

SWP is committed to transparency and has led the way in terms of initiatives such as the end use register. The following information will be made available on our website in a manner that makes it straightforward to find under the following headings:

Accountability; we will publish:

- The names, addresses and contact details of the 12 members of the Somerset Waste Board including which council they represent.
- All Board Agendas, Reports and Minutes (excluding confidential items – but we will only make items confidential where there is a strong justification).
- The name and full contact details of the Managing Director.
- Questions asked and responses given under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.

Key Performance indicators; we will publish:

- Recycling rates for the county and district by district (quarterly).
- Kilograms per head of waste for the county and district by district.
- Total tonnages sent to landfill (quarterly).
- Details of visitor numbers, tonnages and recycling rates at Recycling Centres (quarterly).
- Our annual end use register showing where material collected for composting or recycling goes for processing (annually).

Spending Indicators; we will publish:

- All items of expenditure over £500 from 1 April 2011.
- The Managing Director's annual pay rate and expenses.
- The organisational structure and the total salary and expense expenditure and an average figure for levels of remuneration.
- Publish total levels of expenditure on main contracts.
- Details for any new tender documents for contracts.

Value for Money

- We will publish reports from auditors or other third parties after they have been received by the Somerset Waste Board.

Communications

- We will publish a communications plan annually.

(F) Risk Management

- We will publish our corporate risk matrix and review it quarterly.
- We will continue to publicly report to the Board twice a year on Health and Safety performance of the SWP and its contractors.

Somerset Waste Partnership
Communications Plan 2011/12



Communications in 2010/11

Somerset Waste Partnership (SWP) continued to promote increased waste reduction, reuse and recycling in 2010/11 through a wide variety of communication methods, including:

- An annual news report, which was distributed to all households at the end of November with Your Somerset.
- SWP pages being included for the first time in annual Council Tax and Business Rates booklets for 2010/11.
- SWP website, which is regularly updated, and Sorted e-zine.
- Regular press releases that are widely reported.
- New district services guides, collection calendars and other leaflets.
- A new business recycling directory.

Other communications highlights of 2010/11 included:

- Communications support for Sort It Plus roll-outs in Mendip, Sedgemoor, South Somerset and Taunton Deane.
- Communications support for the review of Somerset's joint municipal waste management strategy, including through workshops and a dedicated website.
- Launching a SWP online presence on You Tube, Facebook and Twitter.
- Check Out Your Packaging campaign with Trading Standards.
- Launching Recycling For All It's Worth campaign in November, which will be themed to run over three phases from December 2010 to March 2011.
- A Christmas advertising campaign in local papers to promote foil recycling, funded by Alupro.

Communications Plan 2011/12

SWP communications will continue to support SWP services and encourage increased waste reduction, reuse and recycling by Somerset householders and businesses.

We will use a wide variety of effective communication methods that are accessible to most households and offer value for money. We will also target some communication initiatives at low performing areas, where they can be most cost-effective and have the greatest potential to improve performance.

1) Publications

SWP's main publications in 2011/12 are planned to be:

- Annual news report with district services guide distributed as an insert in Your Somerset.
- SWP pages in annual Council Tax and Business Rates booklets.
- District services booklets updated for Sort It Plus.
- Leaflets and guides including for Recycling Centres, hazardous household waste, reuse including through local furniture reuse groups, junk mail and packaging.
- Business Recycling Directory.

2) Collection Calendars and Bank Holidays

SWP will continue to provide collection calendars, which can be downloaded from partner websites and distributed on request by partner customer service centres.

Information on revised collections following bank holidays will be provided primarily through SWP and partner websites, by posters distributed to parish councils, libraries and other community outlets and by adverts in local papers before Christmas and Easter.

3) Service Disruption Due to Bad Weather

Information about service disruption due to bad weather will be posted on the SWP's website, Facebook page and Twitter feed and issued to local radio and press.

4) Press and Media

Press releases will continue to be issued to support SWP services and campaigns and supportive relationships sought with local press and media. Where appropriate, national press releases will also be issued, especially to the waste trade press.

5) Website

SWP's website will continue to be developed as a primary source of information on SWP waste services and waste reduction, reuse and recycling.

It is planned to agree a customer access strategy with SWP partners, so that a more integrated approach can be developed to the online provision of information and access to SWP services.

6) Social Media

SWP's presence on You Tube, Facebook and Twitter offers new ways of communicating with local householders. These are easy to maintain and will continue to be developed during 2011/12.

7) E-zines and Online Bulletins

SWP will continue to issue our Sorted e-zine every two months to subscribers with brief service updates and reports of interest on waste and recycling issues.

A new mailing list is now being established for a new online bulletin to be issued to community organisations to encourage their engagement with waste issues and support for SWP campaigns.

When practical, SWP will offer paper copies of e-zines and bulletins to those unable to access these online.

SWP will also issue regular e-bulletins to Members for partner authorities and plan a new bulletin for staff of SWP contractors, both of which replace the Waste Matters publication previously circulated to both groups.

8) Sort It Plus

Sort It Plus will be rolled out to West Somerset in 2011 supported by a well-proven communication programme, involving press and member briefings, resident notification packs, roadshows and service information packs.

9) Recycling Centre Closures

Notice of Recycling Centre closures, reasons for the saving and alternative services will be communicated through briefings to local Members, community groups and media and through SWP and SCC publications, including websites, e-zines and Your Somerset. Advertisements will also be placed in local papers.

10) New Residents

The roll-out of Sort It Plus has enabled information on collection services and contact details for the SWP to be provided to new residents. Posters were also distributed in 2010 to local doctors' and dentists' surgeries and to veterinary practices with this aim.

Further methods to inform new residents about waste services will be evaluated and tested in 2011/12, including, if possible, basic information provision through estate and letting agents and Council Tax offices.

11) Waste Minimisation Campaigns

As part of the SWP's waste minimisation strategy, campaigns planned in 2011/12 include:

- A wide-ranging spring-clean campaign in the spring that will focus on waste reduction and reuse, including stopping junk mail.

- A waste-free challenge month in the autumn that will encourage householders to think what else could be done to reduce their residual waste after making full use of SWP recycling services.

The timing of these campaigns has been revised from that originally published in the SWP's approved waste minimisation strategy for 2009/10 – 11/12.

12) Compost Bin Offers

In 2011/12, SWP will continue to promote home composting and cut-price offers on home composting and related equipment. Direct delivery only will be offered from April 2011 and the opportunity to view and purchase SWP compost bins at local garden centres will be discontinued. This has proved less successful in 2010 than previously, due to the high proportion of households already owning compost bins, and because it has proved difficult to find garden centre partners in all districts.

13) SWAP and Carymoor Environmental Trust

SWP funding for the educational work undertaken by Somerset Waste Action Programme (SWAP) with schools and community groups is being withdrawn from 2011/12. Alternative funding sources are being sought to continue aspects of this valuable work, with advice and assistance provided by SWP.

Carymoor Environmental Trust, who have run SWAP for SWP, are planning to continue educational work in the spring term of 2011 prior to launching new fee-based services from the autumn term. Financial support has been offered by Viridor to assist with this transition.

External funding applications are being submitted with support from Viridor and advice from SWP, including for a major new Community Waste Action project in the Somerset Levels and Moors. Further piloting of a doorstep canvassing project is also planned to test whether this can offer sufficient payback from waste disposal savings.

Viridor have indicated that they wish to continue to fund and work with Carymoor on the Dig it, Grow It, Eat It schools competition, which it is planned to repeat in 2011 and enhance by opening up to community organisations.

SWP will aim to provide more online support for waste education and consider with SWAP how best in future to use display materials they have developed to promote the use of real nappies, which have been circulated around Children's Centres and other suitable venues.

14) Events and Somerset Shows

Due to the withdrawal of funding to SWAP, SWP does not expect to have sufficient resources to put on displays and provide staff to attend community events in 2011.

In previous years, with SWAP support, SWP has had stands at a number of events each year, including the Bath and West Show, Dunster Show, Taunton Flower Show and Wisteria Festival. Other local events have also been attended by SWAP alone.

15) Targeting Low Performing Areas

In previous years, SWP has undertaken successful behaviour change campaigns to increase recycling and waste diversion on targeted rounds.

As indicated above, SWP will work with Carymoor Environmental Trust to seek funding for new initiatives that target communications support on low performing collection rounds in 2011/12, such as the Community Waste Action project. If funding bids are successful, these initiatives will use proven methods from social marketing to increase waste diversion, such as commitment, prompts, norms and incentives.

In 2011/12, SWP will also test low-cost methods, such as targeted leafleting and bin stickers, which aim to increase recycling performance on low performing rounds.

16) Working with Community Groups and Community Champions

As indicated above under online bulletins, SWP plans to engage more with community organisations in Somerset to encourage their engagement with waste issues and involvement with SWP campaigns.

In previous years, SWAP have run a successful Compost Champions scheme in which trained volunteers promote home composting in their local areas, especially by organising a display at community events. Discussions will be held with a view to continuing this scheme, possibly partly or fully supported by SWP in future.

A Recycling Champions scheme is to be launched as part of the recycling for all it's worth campaign in early 2011, which will be supported by SWP. A similar scheme, is also planned as part of the proposed Community Waste Action project to be organised by SWAP, if funding applications are successful. This should offer training and therefore greater opportunities for volunteers to promote waste reduction, reuse and recycling within their communities.

17) Working with Waste Partners

SWP will continue to seek opportunities to work with partners, including contractors and national trade bodies, who may be able to provide funding for local campaigns to promote recycling.

18) Business Recycling

Business recycling advice will continue to be provided on SWP's website and through our business recycling directory of local services.

APPENDIX 3

Somerset Waste Partnership
Strategic Risk Register
Last Updated December 2010

Impact
1. Negligible
2. Minor
3. Moderate
4. Major
5. Catastrophic

Probability
1. Not foreseeable
2. Unlikely
3. Possible
4. Likely
5. Almost certain

Impact (for opportunities)
1. Negligible
2. Minor benefit
3. Moderate benefit
4. Major benefit
5. Groundbreaking benefit

Ref	Cause	Risk	Effect	Raw Score			Mitigation to date	Current Score			Future Actions (who's responsible)	Target Score		
				Impact	Prob.	score		Impact	Prob.	score		Impact	Prob.	Aim
1	We work in a political environment with competing and sometimes conflicting pressures	Loss of trust between partners	Partnership becomes unviable; Focus becomes managing negative relationships not the business. Damage to reputation. Lack of progress on other priorities.	4	3	12	Promote early dialogue on problems, test through Directors SMG group. Communicate with and engage all partners continuously on strategy and local operational implementation. Business plan process. frequent attendance by SWP management at council meetings.	4	2	8	Continue to demonstrate value for money and effectiveness in delivery (SMG).	4	1	4
2		Partner withdraws from SWP	Cost to client and contractor increases due to duplication and reinstatement of separate teams; Severe damage to reputation and viability	5	2	10	Promote early dialogue on problems, test through Directors SMG group. Communicate with and engage all partners continuously on strategy and local operational implementation	5	2	10	Continue to demonstrate value for money and effectiveness in delivery (SMG).	5	1	5
3		Lack of member engagement in strategic process	Loss of local accountability for decisions at partner level	4	3	12	Promote roles & responsibilities. Programme of induction, workshops, visits	4	2	8	Find more innovative ways to engage all members (SMG)	4	1	4
4		Opportunity to replicate SWP model in other service areas	Efficiency savings, customer service enhancements	4	2	8	Limited engagement through Chief Execs Group	4	3	12	Push opportunities harder with Chief Execs as part of MTFP process (SMG)	4	5	20
5	Complexity of working with multi partners and cost sharing mechanism	Costs not correctly apportioned	Loss of confidence in partnership; Potential over/underpayment by partners.	4	3	12	Dedicated accountant who works closely with SWP officer team with close interest and support from financial officer who sits on SMG. Internal and external audit programme. Bi-annual briefing from partner's 151 officers.	4	2	8	Current review of Cost sharing mechanism coupled to roll out of sort it plus will simplify cost sharing mechanism (SR & SMG)	4	1	4
6	Central Government Policy changes	Pressure for more frequent refuse collections	Increased time spent dealing with dissatisfied minority	4	4	16	Continue to promote benefits of weekly foodwaste collection. Engage with Govt at ministerial level	4	2	8	Engage with Govt at ministerial level (SR)	4	1	4
7		New legislation	Could add pressures without additional resources	4	4	16	MD currently engages with Defra as a recognised best practice exemplar directly and through bodies such as LGA, ADEPT etc.	3	4	12	Seek opportunities for Board Members to engage and influence as well as officers (SR)	2	4	8
8	Economic Recovery	Waste growth	Increased costs of landfill, LATS risk	4	3	12	Waste minimisation Strategy, roll out of sort it plus, clamp down on trade waste	3	3	9	Recycle for all its worth campaign (SR & DM)	2	2	4
9		More activity in technology sector creating more options (opportunity)	Better and cheaper options for diversion from landfill	4	3	12	Engagement of interested and knowledgeable parties in review of strategy, visits to emerging technology providers	4	4	16	visits to emerging and established technology providers planned for Autumn 2010 (SR)	4	4	16
10	Requirement to make savings	Partners make decisions with perverse consequences or in self interest	Increased cost elsewhere in the system at detriment to responsible partner or other partners; Loss of trust leading to break up of partnership; Fail to meet key objectives; Lose control of risks	4	4	16	Wide and early engagement in MTFP process, test through Directors SMG group, communicate with and engage all partners on options and impact of options. Demonstrate ongoing added benefits of joint working in VFM and cost control.	4	3	12	Identify and clearly communicate and engage with SMG and SWB on whole system costs, future impacts (SMG).	4	2	8
11		Insufficient impetus to invest to save	Incur higher costs in future	4	3	12	Identify and clearly communicate and engage with SMG and SWB on whole system costs and impacts of changes to our business environment	4	2	8	Continue to identify and clearly communicate and engage with SMG and SWB on whole system costs, future impacts (SMG).	4	1	4
12		Loss of opportunity to work with other sector leaders	Lost opportunities for further innovation and third party financial and other support	4	3	12	Acknowledged strong ambassadorial role for MD and Strategy Team Leader ensures that SWP brand is well recognised as best practice exemplar	3	3	9	Need to ensure that SWP is recognised as best practice with Coalition Govt (SR).	3	2	6
13		Reduction in staff morale and motivation to work for SWP	Loss of key staff, impact on service quality	4	4	16	Engage with staff in a transparent and open way. Acknowledge good performance, seek opportunities for staff to add value.	4	3	12	Do further work around theme of constant change is here to stay and implications of this (SR)	3	3	9
14		Loss of key staff	Increases risk in a number of areas including control of contracts and future development / innovation	4	4	16	Ensure that key roles and added value are clearly understood by SMG and SWB	4	3	12	Review functions, especially around client contractor roles (SR)	3	3	9
15		New ways of thinking (opportunity)	Savings without detriment to service	4	3	12	Part of annual MTFP role	4	4	16	Work with contractors to establish where further efficiencies lie. (SR & All)	4	5	20
16	Commercial pressures on contractor to make margin vs requirement to find savings	Contractor fails	Major exercise taking control of service in short term; Costly re-tender exercise. New arrangements likely to be more expensive	5	2	10	Regular dialogue with Contractors' Strategic Management, monitor parent companies financial status	5	1	5	Open book accounting review of May G planned via SWAP internal audit team (SR and FC).	5	1	5
17		Collection contractor does not wish to renew contract	Increased costs of collection contract	4	3	12	Regular dialogue with May Gurney Strategic Management.	4	2	8	Option to use contract extension as part of efficiency negotiations (SR)	4	2	8
18		Contractual pressure to increase costs or reduce service quality	Cost pressures on partners.	4	5	20	Regular dialogue with Viridor and May Gurney Strategic Management.	4	4	16	Open book accounting review of May G planned via SWAP internal audit team (SR).	4	3	12
19		Loss of shared vision with contractors	Lack of momentum and investment; Failure to work together to drive out inefficiencies	4	3	12	Regular dialogue with Viridor and May Gurney Strategic Management. Close engagement with Viridor over residual treatment technologies.	4	2	8	Re-engage Strategic Member Board with Viridor and set up same for May Gurney (SR)	4	1	4
20	Introduction of new equipment or changes to operating systems	Increased risk of injury to staff or public	Personal impacts; Potential fines, legal claims; intervention by HSE etc. Loss of reputation	4	4	16	Health & safety has a high profile within service and with contractors. Bi-annual reports to SMG and SWB on internal and contractor performance. H&S advisory Group meets quarterly. Performance good (Viridor) and good and improving (May Gurney)	4	3	12	Develop regional forum (SR & BC)	4	2	8
21	Client Contractor split	Inefficiencies, duplications, omissions at client / contractor interface.	Opportunity to explore further efficiencies.	3	3	9	Well defined responsibilities within contract	3	4	12	Review functions around client contractor roles planned with May Gurney (SR & BC)	4	3	12
22	Complexity of contracts	Loss of control of contract costs	Loss of confidence in partnership; Potential over or underpayment of contractors	4	4	16	Dedicated accountant works closely with SWP Operations staff. SMT review budgets normally on monthly basis, SMG look at budgets quarterly, with exception reporting to Board. Regular audit reviews	4	2	8	No additional measures planned	4	2	8
23		Inadequate understanding of detail of contracts	Loss of control (this risk increases if key staff are lost)	4	4	16	Current staff have a detailed knowledge of both principal contracts although Viridor contract less well understood	4	3	12	Implement training and review to ensure more staff understand Viridor contract (BC)	4	2	8
24	Piecemeal development of IT systems	Challenge under Data Protection Act	Fines, loss of reputation and public confidence	4	3	12	Review of data systems	3	3	9	Awaiting comments (MB)	3	2	6
25		Sub-optimal data recording and access	More staff required to do same job, slower	3	4	12	Roll out wisper as far as possible	3	4	12	Investigate use of Wisper by May Gurney as common IT system (BC)	3	2	6
26	Dilemma about affordable alternatives to landfill	Landfill remains as primary disposal methodology	Environmental consequences; Criticism from those with interest or concern - including disposal contractor	3	4	12	JMWMS process has identified options. Further data being gathered. Explore short term LATS compliance solutions	3	3	9	Complete JMWMS review process (SR & DM)	3	2	6
27		Rush into poor decision about alternative disposal	Lock into expensive option for a long period	4	3	12	The cost of all options is high which mitigates against any quick decision. Need to ensure all Board are up to speed on options	4	2	8	Workshop and visit programme to continue (SR)	4	1	4
28		Fail to arrive at clear policy over future options	Uncertainty, loss of confidence in Board	4	5	20	"Managed Flexibility" option (ie minimal intervention, with watching brief) is one of four principle options under consideration.	3	3	9	Members to be briefed on progress at all main Board meetings (SR & DM)	3	2	6
29	Occasional volatility in recycle markets	Collapse in material values (contractor risk)	Impact on contractor bottom line and viability of contract; Loss of public confidence in recycling	3	4	12	Maintain our emphasis on quality which provides the best buffer for this risk. We can draw on experience of managing reassuring messages to the during dip in material values in late 2008.	3	3	9	No additional measures planned	3	3	9
30		Significant increase in value of material	Potential for profit share	3	2	6	Limited as May Gurney Continue to lobby industry for quality to be reflected in higher prices.	3	3	9	Look into whether Contractors are getting highest possible value for material (SR)	3	4	12
31	Occasional service disruptions by things outside our control	Lack of preparedness or poor response to service disruption events	Loss of control of situation resulting in high call loads; Loss of customer confidence and reputation; Loss of partner confidence in SWP.	4	4	16	Business continuity plans (BCPs) in place for SWP and contractors. Draw on experience of cold weather events in 2008 and 2009.	3	3	9	Further work intended to ensure that contractor and client side BCPs are joined up (SR & BC)	3	2	6
32	Year to year weather variations	Departure from garden waste tonnage forecast	Budget overspend or underspend for WDA.	3	5	15	Few controls that can be applied. SCC would need to meet extra cost if overspent	3	5	15	Explore a more formal agreement about over/underspend due to weather variations with SCC (SR & MG).	2	5	10
33	Tight timescale for St+ roll out	Miss key milestones	Compound problems due to difficulties going into deep winter; loss of political confidence; reputation.	4	4	16	Regular Project Board meetings; project management support from May Gurney, experience from TDBC roll out	4	3	12	Improve support from May Gurney in project management (BC)	4	2	8

10/02/2011, Report:Taunton Town Centre Supplementary Planning Document
Reporting Officers:Tim Burton

10/02/2011, Report:General Fund Revenue Estimates 2011/2012
Reporting Officers:Paul Fitzgerald

10/02/2011, Report:Housing Revenue Account, Revenue Estimates and Rent Levels and Deane Helpline for the 2011/2012 Financial Year
Reporting Officers:Paul Fitzgerald

10/02/2011, Report:Capital Programme 2011/2012 onwards
Reporting Officers:Paul Fitzgerald

10/02/2011, Report:Council Tax Setting 2011/2012
Reporting Officers:Paul Fitzgerald

10/02/2011, Report:Potential purchase of a Capital Asset, Taunton
Reporting Officers:Joy Wishlade

10/02/2011, Report:Potential for disposal of a TDBC asset
Reporting Officers:Joy Wishlade

16/02/2011, Report:Core Strategy and Infrastructure Delivery Plan
Reporting Officers:Ralph Willoughby-Foster

16/03/2011, Report:Review of Essential Users and Car Allowances
Reporting Officers:Martin Griffin

16/03/2011, Report:Quarterly Corporate Performance/Finance Update (Quarter 3)
Reporting Officers:Dan Webb

16/03/2011, Report:Review of Choice Based Lettings Scheme
Reporting Officers:Stephen Boland

16/03/2011, Report:Treasury Management Strategy Statement
Reporting Officers:Maggie Hammond

16/03/2011, Report:Development opportunity at Tangier, Taunton
Reporting Officers:Joy Wishlade

14/09/2011, Report:Update report - Into Somerset Partnership
Reporting Officers:David Evans