

You are requested to attend a meeting of the Executive to be held in The John Meikle Room, The Deane House, Belvedere Road, Taunton on 13 July 2011 at 18:15.

Agenda

- 1 Apologies.
 - 2 Minutes of the meetings of the Executive held on 15 and 21 June 2011 (attached).
 - 3 Public Question Time.
 - 4 Declaration of Interests
To receive declarations of personal or prejudicial interests, in accordance with the Code of Conduct.
 - 5 Task and Finish Review into the Systems, Applications and Products (SAP) Computer System. Report of the Chairman of the Task and Finish Group, Councillor A Wedderkopp (attached).
 - 6 Task and Finish Review : Future Swimming Provision in Taunton. Report of the Chairman of the Task and Finish Group, Councillor A Govier (attached).
 - 7 Reconsideration of the Executive Councillor decision made in relation to the Tectona funding following a recent call in. Verbal report of Executive Councillor Mrs Warmington. (A copy of the report which was submitted to the Community Scrutiny Committee on 7 June 2011 and an extract from the Minutes of that meeting are attached).
 - 8 Housing and Planning Delivery Grant. Report of the Strategic Director (attached). Please also see the confidential appendix to this report at agenda item No. 10.
- Reporting Officer: Joy Wishlade
- 9 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.

- 10 Housing and Planning Delivery Grant Confidential Appendix (attached). Please also see agenda item No. 8.
- 11 Potential disposal of an Asset - Response of the Asset Holdings Manager, Southwest One, Property and Facilities Management to the matters raised by the call in considered by the Corporate Scrutiny Committee on 28 April 2011 (attached).

Reporting Officer: Adrian Priest

Tonya Meers
Legal and Democratic Services Manager

18 August 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.

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

If you would like an agenda, a report or the minutes of a meeting translated into another language or into Braille, large print, audio tape or CD, please telephone us on 01823 356356 or e-mail us at: enquiries@tauntondeane.gov.uk



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



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

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

Executive Members:-

Councillor J Warmington	(Community Leadership)
Councillor J Williams - Leader of the Council	(Leader of the Council)
Councillor V Stock-Williams	(Portfolio Holder - Corporate Resources)
Councillor N Cavill	(Portfolio Holder - Economic Development, Asset Management, Arts and Tourism)
Councillor K Hayward	(Portfolio Holder - Environmental Services)
Councillor J Adkins	(Portfolio Holder - Housing Services)
Councillor M Edwards	(Portfolio Holder - Planning and Transportation/Communications)
Councillor C Herbert	(Portfolio Holder - Sports, Parks and Leisure)

Executive – 15 June 2011

- Present:** Councillor Williams (Chairman)
Councillors Mrs Adkins, Cavill, Hayward, Mrs Herbert, Mrs Stock-Williams and Mrs Warmington
- Officers:** Shirlene Adam (Strategic Director), Joy Wishlade (Strategic Director), Ralph Willoughby-Foster (Planning Policy Advisor), Simon Lewis (Strategy and Corporate Manager), Roger Mitchinson (Strategy Lead), Nick Bryant (Strategy Lead), Tonya Meers (Legal and Democratic Services Manager) and Richard Bryant (Democratic Services Manager)
- Also present:** Councillors Mrs Allgrove, Beaven, Bishop, Bowrah, Coles, Denington, Ms Durdan, Farbahi, Mrs Floyd, Gaines, Hall, Henley, C Hill, Mrs Hill, Horsley, Hunt, Miss James, Ms Lisgo, Meikle, Mrs Messenger, Morrell, Mullins, Nottrodt, Ms Palmer, Prior-Sankey, Reed, Mrs Reed, Gill Slattery, Slattery, Mrs Smith, P Smith, Stone, Swaine, Tooze, Watson, Mrs Waymouth, Ms Webber, A Wedderkopp, D Wedderkopp and Wren Stephen Walford (Transport Policy Manager, Somerset County Council and Mrs Anne Elder (Chairman of the Standards Committee)

(The meeting commenced at 6.15 pm.)

46. Apology

Councillor Edwards.

47. Minutes

The minutes of the meeting of the Executive held on 13 April 2011, copies of which had been circulated, were taken as read and were signed.

48. Public Question Time

Councillor A Wedderkopp drew attention to the recent construction of the “Willow Cathedral” on land at Longrun Meadow, Bishops Hull. He felt this structure was a real credit to Taunton Deane but feared it might be targeted by vandalism in a similar way as the original Willow Man alongside the M5 Motorway. He asked whether a CCTV camera ought to be installed at Longrun Meadow as a deterrent.

The Chairman, Councillor John Williams, reported that the Green Cathedral had been made from living willow which he understood was difficult to ignite. However, he would bring Councillor Wedderkopp’s concern to the relevant officers as to whether any security measures should be installed.

49. Declaration of Interests

As a farmer who both owned and rented land in the Monkton Heathfield area, Councillor Cavill declared a prejudicial interest in the following Core Strategy item. He left the meeting before any discussion on the item took place. Councillor Mrs Adkins declared a personal interest as an employee of Somerset County Council.

Councillor Farbahi declared a personal interest as the owner of an area of land at Cotford St. Luke.

50. **Taunton Deane Core Strategy and Infrastructure Delivery Plan**

Considered report previously circulated, regarding whether the Taunton Deane Core Strategy, the Infrastructure Delivery Plan and the Sustainability Appraisal should be published in July/August for public consultation and submitted to the Secretary of State in October 2011.

The Core Strategy was the key plan within the Local Development Framework and sustainable development was a statutory objective. Planning Policy Statement 12: Local Spatial Planning (PPS12) stated that spatial planning was a process of place shaping and delivery which aimed to:-

- Produce a vision for the future of places based on evidence, a sense of local distinctiveness and community derived objectives;
- Translate this vision into a set of policies and land allocations together with the public sector resources to deliver them;
- Create a framework for private investment and regeneration that promotes economic, environmental and social well being for the area;
- Coordinate and deliver the public sector components of this vision with other agencies and processes;
- Create a positive framework for action on climate change; and
- Contribute to the achievement of Sustainable Development.

Adequate infrastructure planning was an essential process in developing a sound Core Strategy and PPS12 recommended that the infrastructure planning process should identify:-

- Local infrastructure needs and costs;
- The phasing of development;
- Sources of funding; and
- Responsibilities for delivery.

The Core Strategy set out a vision for Taunton Deane and eight strategic objectives together with indicators to measure success. For each objective there was a core policy:-

- (1) Climate Change;
- (2) Economy;
- (3) Town and other Centres;
- (4) Housing;
- (5) Inclusive Communities;
- (6) Accessibility;
- (7) Infrastructure; and
- (8) Environment.

The plan set out an employment-led strategy, with homes balanced to jobs. The priority was to regenerate Taunton Town Centre, with the majority of the remainder

of growth being accommodated in sustainable mixed use urban extensions served by public transport corridors. Existing green wedges would be enhanced and new green wedges created.

The employment led strategy sought to provide at least 11,900 jobs and 17,000 homes over the period up to 2028.

Taunton was the strategic focus for this growth with about 13,000 homes (of which over 3,000 would be affordable), Wellington was a secondary focus with about 2,500 homes (of which about 625 would be affordable) and the rural areas up to 1,500 homes. The Core Strategy only allocated strategic sites.

The subsequent Site Allocations Development Plan Document would allocate smaller sites in Taunton, Wellington and the rural centres. Wiveliscombe and Bishops Lydeard were identified as major rural centres for up to 200 additional homes. Cotford St Luke, Creech St Michael, Milverton, North Curry and Churchinford were identified as minor rural centres for up to 50 homes.

Central to the delivery of the Core Strategy's proposals were a number of sustainable mixed use allocations. At Taunton about 5,000 homes and 22.5 hectares of employment would be provided at Monkton Heathfield and about 900 homes and 1 hectare of employment at Priorswood Nerrols. About 10 hectares of employment land was identified as a long term reserve at Walford Cross.

Further broad locations for growth after 2016 had been identified at Comeytrowe/Trull for between 1,000 and 2,000 homes and at Staplegrove for between 500 and 1,500 homes.

Taunton Town Centre was the focus for shopping, leisure and office development and would also provide about 2,000 homes. At Taunton a broad location would be sought for a strategic employment opportunity after 2016.

Strategic sites for sustainable mixed use urban extensions at Wellington would provide for about 900 homes and the relocation of the two main employers at Longforth together with a Northern Relief Road and reopened railway station and a further 900 homes at Cades/Jurston. At Chelston a strategic inward investment employment site of 8.67 hectares was allocated for a single user.

Six strategic development management policies were proposed for general requirements, development in the countryside, gypsy and traveller site selection criteria, design objectives and delivery, and use of resources and sustainable design.

The Infrastructure Delivery Plan (IDP) gave details of the infrastructure that local service providers and the Council had identified as key to supporting growth in Taunton Deane and in meeting the objectives of the Core Strategy.

Local authorities could choose to charge Community Infrastructure Levy (CIL) on new developments in their area. The money could be used to support development by funding infrastructure that the local community needed. It applied to most new

buildings (residential and non-residential) and charges were based on the size and type of development.

The IDP had been prepared to reflect the level of growth proposed in the emerging Core Strategy. It took account of the number of dwellings which had already received planning permission and the infrastructure requirements arising out of the development allocated in the Core Strategy. Since the Core Strategy did not account for the timing and location of every single dwelling that contributed towards meeting strategic housing requirements, the IDP could not similarly account for all the infrastructure requirements arising.

Whilst the IDP covered the whole of the Core Strategy timeframe, the emphasis was on the first five years (2011-2016). To allow for uncertainty that attached to longer-term requirements, it was proposed to review the IDP annually in consultation with other service providers.

The IDP had identified that the level of infrastructure required to support development was unlikely to be funded fully from developer contributions. With this in mind, the document identified the following actions which should be taken in order that the growth outline in the Core Strategy was accompanied by sufficient infrastructure:-

- The Council should not take an overly optimistic view about public funding;
- An appropriate balance should be struck in identifying the maximum level of developer's contributions that could be achieved without making development unviable;
- Opportunities should be maximised to secure funding from other sources (such as the New Homes Bonus);
- Clear priorities should be determined for the use of funding that might become available; and
- Mechanisms such as deferred payments and sharing in value uplift should be explored.

Securing contributions from developers would be key to the delivery of infrastructure and services and preliminary analysis suggested that contributions in the region of £15,000 per dwelling (excluding affordable housing) would need to be sought.

The majority of the IDP consisted of an analysis of infrastructure needs, grouped under the following headings:-

- Physical Infrastructure (e.g. Flood alleviation, transport);
- Utilities (e.g. electricity, gas, water, sewage treatment and telecommunications);
- Social and Community Infrastructure (e.g. education, health, faith, sports and recreation, arts and culture, children's play, community halls); and
- Green Infrastructure (e.g. green wedges, country parks, open spaces and links).

The IDP did not deal in any detail with affordable housing, although the need for this had been taken into account when assessing the level of contributions that developers were likely to have to make. This viability assessment indicated that

with about £15,000 per dwelling contribution package, 25% affordable housing was possible.

The principles of sustainable development were at the heart of the planning system. The Sustainability Appraisal (SA) process was intended to ensure that through plan-making, Local Planning Authorities had considered social, environmental and economic concerns when producing Local Development Frameworks. The carrying out of SA was mandatory on any new or revised Development Plan Document.

The SA process was divided into five stages:-

- Stage A: Setting the context, establishing the baseline and deciding on the scope;
- Stage B: Developing and refining options and assessing effects;
- Stage C: Preparing the SA Report;
- Stage D: Consulting on the Core Strategy and SA Report; and
- Stage E: Monitoring the significant effects of implementing the plan.

Noted that, to date, the first three of these stages had been achieved.

Resolved that:-

- (1) Full Council be recommended to approve for publication the Core Strategy, Infrastructure Delivery Plan and Sustainability Appraisal; and
- (2) The relevant Executive Councillor be authorised to agree any minor changes that might be necessary prior to publication.

51. **Executive Forward Plan**

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

Resolved that the Forward Plan be noted.

(The meeting ended at 7.19 pm.)

Executive – 21 June 2011

Present: Councillor Williams (Chairman)
Councillors Mrs Adkins, Hayward, Mrs Herbert, Mrs Stock-Williams and Mrs Warmington

Officers: Shirlene Adam (Strategic Director), Maggie Hammond (Strategic Finance Officer), Dan Webb (Client and Performance Lead), Mark Leeman (Strategy Lead), Paul Fitzgerald (Financial Services Manager), Tracey Healy (Principal Accountant), Tonya Meers (Legal and Democratic Services Manager) and Richard Bryant (Democratic Services Manager)

Also present: Councillors Gaines, Horsley, Ms Lisgo, Morrell, Prior-Sankey, Ross and A Wedderkopp.
Steve Read, Somerset Waste Partnership

(The meeting commenced at 6.15 pm.)

52. Apologies

Councillors Cavill and Edwards.

53. Public Question Time

Councillor Morrell asked the following question:-

“Please could the Executive inform me of the Gross National Product indexes within Taunton Deane for Social Housing occupants vis-a-vie Private Housing Sector occupants. I would be grateful for specific data relating to economic productivity produced for the local economy, even if the figures include negative sums.”

The Chairman, Councillor John Williams, stated that he would contact the appropriate officers as to obtaining the information that Councillor Morrell was seeking.

54. Windfall Value Added Tax (VAT) Receipt

Considered report previously circulated, concerning a one off windfall VAT receipt of £577,364.23.

Some time ago, a national claim had been made to HM Revenue and Customs on the basis that the United Kingdom had interpreted the European VAT Regulations incorrectly in respect of tuition fees at Leisure Centres.

The claim had been upheld and, as a result, Pricewaterhouse Coopers had again been engaged on a “no win no fee” basis to recover the overpaid VAT.

The amount received was £325,698 with interest of £396,005.23 making a total receipt of £721,703.23.

The charge made by Pricewaterhouse Coopers for this work was £144,339 resulting in a net receipt of £577,364.23.

This receipt was a one off receipt that had been accounted for in 2010/2011 and could not be used in respect of ongoing budget issues. It was therefore recommended that this receipt should be moved into the General Fund Reserves

Resolved that Full Council be recommended to approve the transfer of the one off receipt of £577,364.23 to the General Fund Reserves in 2010/2011.

55. **Performance Monitoring – Outturn Report 2010/2011**

Considered report previously circulated, which outlined the final performance data of the Council for the 2010/2011 Financial Year.

The monitoring of the Corporate Strategy, service delivery, performance indicators and budgets was an important part of the overall performance management framework.

Reported that a high level summary of key successes and/or improvements in 2010/2011 included:-

- Council Tax and National Non Domestic Rate debit collection rates achieved the 2010/2011 target and the outturn results were an improvement on the same period last year;
- 99.4% of calls to the Customer Contact Centre were resolved at the first point of contact;
- The speed of processing Benefits claims (new claims) achieved the 2010/2011 target and was an improvement on last year;
- Landlord services – the latest survey result showed 99% satisfaction with repairs;
- The Environment Health service achieved its key targets for the year, with some significant improvements from last year;
- ‘Investors in People’ accreditation was successfully achieved; and
- 96% of all staff had a ‘Performance Review and Employee Development’ (appraisal) in the year (compared to only 76% in the previous year).

Areas either off course or where objectives were not being met included:-

- Levels of deprivation within Taunton Deane were worsening (according to the Index of Multiple Deprivation 2010) with pockets of deepening deprivation in North Taunton and Taunton East;
- The 10% Carbon savings target had not been achieved;
- Procurement benefits were behind the original forecast;
- The Local Development Framework/Core Strategy had not met the planned timetable for publication and adoption;
- The recycling and residual household waste targets had not been met;
- ‘Major’ planning applications – the target for speed of processing had not been met; and
- Equality Action Plans and Equality Impact Assessments were not yet fully

embedded into the Council's procedures.

Members sought detailed information as to what measures were in place to address those objectives which were shown on the Performance Scorecard as "red alerts".

Where the information could not be provided, the Client and Performance Lead, Dan Webb, undertook to circulate the information outside of the meeting.

Resolved that the report be noted.

(Councillor Ross, as one of the Council's representatives on the Somerset Waste Board, declared a personal interest during the discussion of the above item.)

56. **2010/2011 Budget Outturn Report**

Considered report previously circulated, on the outturn position of the Council on revenue and capital expenditure for the General Fund, Housing Revenue Account and trading services for 2010/2011.

A key feature of well-regarded Councils was their ability to manage performance effectively. Effective financial management therefore formed an important part of the Council's overall performance management framework

The outturn position reported for the Housing Revenue Account (HRA) and General Fund (GF) contained some estimated figures for Government subsidies on Housing and Council Tax Benefit. The final figures for these would not be available in time for the final accounts to be produced.

Should the final figures differ significantly from those used in closing down the accounts for 2010/2011, a further report would be presented to Members giving the updated position on subsidy and the implications for the Council's reserves.

The following outturn figures were provisional at this stage. The final outturn, once confirmed, would be used to prepare the Council's Statement of Accounts, which were due to be approved by the Section 151 Officer on 30 June 2011.

There had been a number of significant challenges faced by the Council this year, and these had had an impact on the overall financial position for the authority. These included:-

- The continuing general economic climate and the recession in the United Kingdom, which had been the worst seen in this country for over 60 years;
- The Emergency Budget implemented by the new Coalition Government in June 2010.
- The continued work on management and collection of debt, and impairment of historic debts no longer considered collectable.

Despite these challenges the Council had been in a position to improve the General Reserves position. There had also been significant items of 'good news' in the form of a VAT Refund windfall, cost efficiency savings arising from the continued roll out

of Sort It Plus and surplus earmarked reserves which have been returned to General Reserves.

Overall, net spending had been contained below budget on the General Fund. Although the Housing Revenue Account (HRA) was reporting a deficit in the year, largely due to the final subsidy estimates exceeding the amount provided in the budget, the working balance for the HRA remained healthy.

Regular budget monitoring information had been presented to Members, with quarterly performance reports submitted to the Executive and the Corporate Scrutiny Committee during the year.

Noted however, that the Council had continued to operate within the framework of its Budget Strategy and the overall financial standing at the end of the financial year was sound.

The following provided a summary of the 2010/2011 outturn and reserves position for GF and HRA services:-

- (1) The 2010/2011 Provisional GF Revenue Outturn was an underspend of £492,000 against the Final Budget for the year. The Final Budget included a transfer to General Fund Reserves of £1,110,000 and, combined with the underspend for the year, the General Fund Reserves as at 31 March 2011 stood at £3,166,000 (subject to audit). This was above the minimum reserves expectation within the Council's Budget Strategy;
- (2) The 2010/2011 GF Capital Programme total expenditure for the year amounted to £4,884,000, which was £2,146,000 below the total budget for the year. Taking into account slippage of project expenditure of £2,179,000, the 'real' position was a small overspend of just £33,000. The Council had made good use of external funding to support its capital investment, not least related to Project Taunton. A budget carry forward of £2,179,000 related to committed expenditure was recommended;
- (3) The HRA Outturn for 2010/2011 had resulted in an overspend on final budget of £758,000. This was largely due to negative subsidy being much higher than Budgeted, as previously reported. The final budget included a transfer from working balances of £296,000 and, combined with the overspend, the HRA Reserves position (or "working balance") carried forward into 2011/2012 was a credit balance of £1,593,000 (subject to audit);
- (4) HRA Capital Programme total expenditure in 2010/2011 totalled £6,653,000 related largely to the Council's continued investment in maintaining the Decent Homes standard of the housing stock. This outturn resulted in an overspend against the HRA Capital Programme budget of £195,000, which had been funded from HRA Earmarked Capital Reserves.
- (5) The Deane DLO had reported an overall trading surplus of £74,895. The budgeted contribution of £73,500 had been made to the GF with the residual balance being transferred to the Trading Account Reserve which now stood at £570,000; and

- (6) The Deane Helpline had made a net deficit of £120,000 which was an overspend of £98,000 against the Final Budget. This was higher than previously anticipated largely due to support service recharges being above the original budget. Other reasons for the shortfall were outlined in the report.

The reported outturn position remained subject to external audit as part of the annual audit of the Statement of Accounts.

Resolved that:-

(a) the draft outturn position for General Fund and Housing Revenue Account revenue and capital budgets for 2010/2011 be noted; and

(b) Full Council be recommended to approve:-

- (i) the transfer of the net underspend on the General Fund Revenue Account to General Fund Reserves and the transfer of the net overspend on the Housing Revenue Account to HRA Working Balance Reserves;
- (ii) the net transfer of £431,000 from earmarked reserves for use on General Fund services and capital financing and £956,000 from earmarked reserves for use on Housing Revenue Account services and capital financing, as set out in the report; and
- (iii) the Carry Forward of the General Fund Capital Programme Budget totalling £2,179,000 for slippage into 2011/2012 as set out in the report.

57. **Executive Forward Plan**

Submitted for information the Forward Plan of the Executive over the next few months. It was noted that the Halcon Regeneration would now come before the Executive in September 2011, rather than August.

Resolved that the Forward Plan be noted.

(The meeting ended at 8.14 pm.)

Usual Declarations of Interest by Councillors

Executive

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

Taunton Deane Borough Council

Executive – 13 July 2011

Task and Finish Review into the Systems, Applications and Products (SAP) Computer System

Report of the Chairman Councillor Alan Wedderkopp

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

1. Executive Summary

Taunton Deane Borough Council, Somerset County Council (SCC), Avon and Somerset Constabulary and IBM launched Southwest One, a joint venture company, in 2007. One of Southwest One's Projects was to introduce the SAP computer system across the partnership to drive efficiencies in procurement and working practices and promote new ways of working.

Although some elements of SAP have run with no issues since go live such as the Payroll function and The CRM Website. 'Teething problems' in other functions have continued since go-live 19 months ago.

The Task and Finish Review Group was set up to investigate the impact SAP has had particularly on Taunton Deane Borough Council and its customers.

Input was invited from staff, customers, suppliers and the other SW1 partners.

The Group met on six occasions and took information from wide variety of sources to gain an understanding of how SAP should work and the problems which have been encountered by staff and customers since the system went live.

Members would also like to thank staff for their patience, perseverance and for the way they have kept their services running during a difficult period to ensure minimum disruption to Council Services to the public.

The report was submitted to the Corporate Scrutiny Committee on 28 April 2011 and all of the recommendations were supported.

The Executive should deal with the Task and Finish report and the recommendations as follows:-

- 1.1 Consider the report and its recommendations, and decide which, if any, of the recommendations it wishes to adopt.
- 1.2 If the Executive agrees to adopt any of the recommendations of the review, it should state who will be responsible for delivering each of the adopted recommendations.
- 1.3 If the Executive decides **not** to adopt any of the recommendations, it must specifically state why, as prescribed by the Local Government Act 2007.

2. Membership of the Review

2.1 Members of the review were:

- Councillor A Wedderkopp (Chairman)
- Councillor Farbahi
- Former Councillor Mrs Wilson
- Councillor Mrs Stock-Williams
- Former Councillor Thorne
- Councillor Mrs Allgrove
- Former Councillor Stuart-Thorn.

3. Background

- 3.1 The SAP Back Office Processes (BOP) went live on 1st April 2009 with the Finance, Payroll and Procurement elements of the system. Somerset County Council went live with Finance and procurement, choosing to delay the HR launch as they had legitimate concerns that the system was not ready for HR go-Live. Avon and Somerset Constabulary went live with some functions in 2009, with the remaining functions going live later in the financial year.

4. Terms of Reference

- 4.1 The SAP Task and Finish Review was proposed and approved at the Corporate Scrutiny Committee on 15 April 2010. The Committee proposed the following terms of reference:

1. The Group would focus on analysing the impact of SAP on customers, staff, financial and other processes and controls;
2. The Group would also investigate the impact on suppliers of goods and services;
3. The Group would look at the effect on arms length organisations such as the DLO, Project Taunton, Tone Leisure and the South West Audit Partnership (SWAP) and;
4. Independent support and assistance would be provided by SWAP.

- 4.2 The Terms of Reference were agreed by the Group with no amendments.

5. Initial Investigations

- 5.2 It was made clear at the outset that this investigation was not about criticising SAP, but about understanding the system, why there had been problems and learning lessons for the future

- 5.3 A staff Survey had been conducted in January and February 2010. The Survey was not specifically about SAP but to gauge the staff reaction to wider issues being felt at the time. There was however, a general

consensus that the implementation of SAP had adversely affected staff morale.

5.4 The Client Team, partly in recognition of the ongoing problems being experienced by some system users, had undertaken a re-launch programme aimed at Taunton Deane Core Council staff. SW1 staff were not included in the re-launch and instructions for use of the system differ in places to those of Core Council Staff. For example Core Council staff have been instructed not to use the HR leave function until further notice. SW1 staff have been instructed to continue to use this function. There is some concern that this sort of practice does create a divide between retained and seconded employees.

5.5 However, Members felt it was important not to distinguish between retained and seconded staff, but rather to look at the level of usage required by a member of staff.

6. Impact of SAP BOP on customers, staff, financial and other processes and controls.

6.1 Councillors sought the input of staff by arranging to meet with them individually or in small groups. Most of the staff wished to remain anonymous.

6.2 Impact on staff was considered in two ways. Staff that were directly affected as SAP had replaced the previous primary operating systems; and staff indirectly affected but reliant on those services.

6.3 The feedback from staff was that the e-learning was inadequate and there was not enough support from system experts and floorwalkers following go-live, despite assurances from the Project Team that there would be. The learning curve was far steeper than anticipated.

6.4 The Super Users did not receive the additional training initially promised by the Project Team and were therefore unable to assist their colleagues as had been intended during the go-live transition.

6.5 Some of the new SAP Champions still do not feel confident in their knowledge of the system to advise their colleagues.

6.6 In some areas staff are still struggling with the system. It was interesting to note the contents of two reports which were written for Manchester City Council's Overview and Scrutiny Committee in 2006 and 2010. The reports detail Manchester City's experience with implementing SAP which was remarkably similar to Taunton Deane's experience to date. It should be noted that Manchester City were not working with IBM. The reports can be found using the links below.

http://www.manchester.gov.uk/egov_downloads/report04_41_.pdf

http://www.manchester.gov.uk/egov_downloads/SAP_system_utilisation_and_effective_review.pdf

It is not known if the information in these reports would have been available to the Project Team and Programmers prior to the launch of SAP and if it could have been used to prevent some of the problems experienced.

- 6.7 The Client Team have received positive feedback from staff about the re-launch and are confident that training has been delivered to those staff that needed it, particularly the SAP Champions so that they are equipped to assist. The HR functions that are not currently being used are not considered to be a priority as suitable work-arounds are in place. It has been acknowledged that a lack of training had been a key element in preventing a successful launch in April 2009.
- 6.8 A representative from SCC reported very similar experiences to Taunton Deane with regards to the Finance and Procurement elements of the system. There had been problems with duplicate payments, a rise in debt, cost of staff time trying to minimise adverse impacts and the damage to the reputations of the partners and Southwest One.
- 6.9 A member of the Southwest One Finance Team reported that they had not advocated the go-live in April 2009 and that they had foreseen many of the problems. A six month delay would have allowed for further testing and training. Although when the system functions correctly and staff have been fully trained it is a far superior system that the previous ones used. Debt has now been reduced and prompt invoicing has meant faster payment. The controls are now much tighter with the three way matching for example. However, the cost to staff morale and confidence should be noted and not underestimated.

7. Impact on suppliers of goods and services

- 7.1 The Town Centre Management Company, The Taunton Chamber of Commerce and local businesses were invited to feed back their experiences to the group. However, only the Town Centre Management Company provided feedback.
- 7.2 In the six months after go-live in April 2009 the Town Centre Management Company received negative feedback from traders about Taunton Deane Borough Council's ability to make payments. However, there has been no negative feedback in the last six months.
- 7.3 The Company purchases services from Taunton Deane such as payroll and cleaning. There was a significant delay in the Company being invoiced for these services.

8. Impact on the DLO

- 8.1 The DLO had recently had new computers. However, they were not compatible with SAP so further expense was incurred purchasing replacements.
- 8.2 There were significant problems with interfacing with the COSY system after go-live
- 8.3 Some DLO Staff still did not feel confident using the system and had not found work arounds to always be successful. However, they recognised that the system had the potential and capacity to work very well.
- 8.4 Invoicing is still proving problematic for the DLO.

9. SAP Customer Relationship Management (CRM) & Websites

- 9.1 In contrast to SAP BOP the SAP CRM go-live was a success.
- 9.2 The success was attributed to the fact that it was run as a separate arms length project and that Customer Services were heavily involved with the IBM Programme Team and had a vested interest.
- 9.3 It had been recognised that there was not enough close involvement with users and programmers prior to release 1.
- 9.4 Feedback from Customer Services staff confirmed that for the most part SAP CRM was a huge improvement on the previous system and worked well.

10. Lessons Learned

- 10.1 After the initial experience, Taunton Deane and SCC have worked together to put together a 'no go' checklist in order to produce evidence if it was believed a launch should be delayed. Such a list was used to delay the launch of CRM by one week.
- 10.2 SCC also used a no-go checklist to delay the launch of Payroll and HR by a month.
- 10.3 Delaying the launch of CRM and Payroll and HR at SCC had avoided major problems such as those seen with the Finance Procurement launches.

11. Recommendations

- 11.1 In the future other Local Authorities may join the partnership or approach Southwest One to deliver services. In these circumstances

SAP would be launched again and the group felt very strongly that Southwest One should build on the experiences and knowledge gained throughout the project, to avoid issues arising again.

11.2 The Group made the following recommendations:-

- (1) A phased approach should be taken, to ensure that individual elements were satisfactorily embedded before other aspects are launched;
- (2) There should be adequate involvement by service users in the development of systems;
- (3) Pilot schemes should be undertaken to identify key impacts and to ensure that training is focussed and effective;
- (4) Future training for other than the most basic elements of the system should be delivered in a workshop fashion; Clear structure and governance should be put in place for managing and agreeing changes amongst all partners and; A realistic plan should be put in place for future ventures to be properly project managed; and
- (5) Change Managers should be appointed and remain in post for the duration of the project.

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Taunton Deane Borough Council

Executive - 13 July 2011

Task and Finish Review: Future Swimming Provision in Taunton

Report of the Chairman: Councillor Andrew Govier

(This matter is the responsibility of Executive Councillor Catherine Herbert)

1. Executive Summary

In October 2009 the Community Scrutiny Committee considered a report by the Strategy Manager entitled The Future of Swimming in Taunton. The report recommended that a new pool be built in Taunton to provide adequate swimming facilities for the growing town, especially in light of the imminent closure of St James Street Pool. This report reinforced the recommendations of an earlier Swimming Pool Feasibility Study provided by Strategic Leisure Ltd in 2004. As a consequence of this, the Community Scrutiny Committee recommended a Task and Finish Review be set up to assess the options for a new pool in Taunton.

The Task and Finish Review met over the course of 12 months between December 2009 and December 2010 to look at viable options for a new pool in Taunton. A lot of further work was undertaken between these meetings by officers from the Council, Tone Leisure, the Amateur Swimming Association, Project Taunton and Southwest One to assess a range of potential sites, options and funding streams.

The recommendations of the Task and Finish Review are for the Council to undertake a detailed business case to identify a way forward to:

- (a) undertake essential works at Station Road Pool to keep it operational and viable for a further 15-20 years, with an estimated cost of £1.5m to £1.8m.
- (b) build a new 'no frills' 25 metre pool with smaller teaching pool onto the side of Blackbrook Sports Pavilion using design and build designs similar to those used at Ivybridge and estimated to cost between £2m and £2.5m.

Both of these options would be on the assumption that the St James Street Pool would be closed and sold.

2. Task and Finish Review Membership:

2.1 Members of the review were:

- Councillor A Govier (Chairman)
- Councillor M Edwards (until 13.05. 2010)
- Councillor K Durdan
- Councillor C Herbert (until 13.05.2010)
- Councillor L James
- Councillor P Smith
- Councillor S Lees
- Councillor E Waymouth (from 14.05.2010)
- Councillor J Allgrove (from 14.05.2010)

2.2 The group would like to thank Dennis Freeman-Wright from the Amateur Swimming Association who gave up his time to do a visual condition survey of the Station Road Pool and also the members of the public who attended the meetings and made valuable contributions to the outcome of the review.

3 Background

3.1 The Station Road Pool was built in 1974 and is a 6 lane 33 metre pool. The St James' Street Pool is somewhat older having been built in 1935. Whilst the Station Road pool is used for open sessions, the older pool is used almost exclusively by schools, clubs, organisations and private hire.

3.2 The steady deterioration of the two Taunton municipal pools led to the commissioning of a feasibility study in 2004, conducted by Strategic Leisure Ltd for a new pool in Taunton. They identified that a new swimming pool would be more cost effective than the two existing pools, with net revenue costs and capital investment costs increasing significantly in future years. They suggested that the new facility should include an 8 lane 25 metre pool with a four lane 20 metre pool and smaller fun pool. In addition, a Health and fitness suite would be needed to support income. The cost of the new facility would be approximately £6 to £7 million and would last between 25 and 40 years. At the time this was seen as unaffordable and the project did not progress further.

3.3 In October 2009, the Strategy Manager wrote a report to the Community Scrutiny Committee that brought the subject back on the agenda for councillors. This was in light of recent failings of plant and equipment at the St James Street Pool and the increasing urgency to address this before its imminent closure in the coming years. Furthermore, expected housing and population growth in Taunton would increase the demand for swimming and add further pressure to this issue. Swimming, after walking, had been identified as the most

popular leisure activity in Taunton Deane and accounted for 40% of Tone Leisure facility use.

- 3.4 The recommendations of the Community Scrutiny Committee were to form a task and finish review to investigate options and identify the best way forward to deliver a new pool in Taunton.

4 **Methodology**

4.1 Potential Sites

- 4.1.1 The Group reconsidered the original sites for a new pool identified in the Strategic Leisure 2004 report, however most had since been earmarked for Project Taunton or were unavailable.
- 4.1.2 The Group considered the potential of different new sites including the Cricket Club, Tangier, St Augustines School, Blackbrook Sports Centre and the existing Station Road location, using advice and input from Project Taunton.
- 4.1.3 The Group considered the possibility of partnership work to deliver a pool with the Cricket Club, Musgrove Park Hospital, the YMCA and Education providers, including 'Building Schools for the Future'. None of these led to any proposed partnership approach.

4.2 Form and Function

- 4.2.1 Following a detailed discussion with Tone Leisure, the Group accepted that the St James Street Pool would need to close and must therefore be replaced.
- 4.2.2 A debate was had on the merits of a 25m pool and 50m pool and there was clear advice from the Amateur Swimming Association and Sport England that a 50m pool would not be appropriate or value for money in a town the size of Taunton.
- 4.2.3 The Task and Finish Group focussed on seeking a pragmatic solution that was affordable. A 'no frills / functional' approach was taken which brought forward options such as commissioning a 'design and build' pool onto an existing Council building. This model had seen pools delivered for around £2m in other areas.
- 4.2.4 A detailed Condition Survey of the Station Road pool by the Amateur Swimming Association concluded that this pool could remain operational for between 15 and 20 more years with investment of between £1.5m and £1.8m. The Group were keen that the town centre should retain a swimming pool and the survival of Station Road Pool therefore became a key objective.

- 4.2.5 The Group considered extending the Station Road Pool to provide further swimming facilities however this was ruled out as impractical due to the unorthodox design of the site.
- 4.2.6 It was acknowledged that the future operational viability of the pools was critical and would need a detailed business plan from Tone Leisure. This could result in further recommendations to modify the use of the Station Road Pool to bring in other complimentary activities to increase income.
- 4.2.7 Timing of the work on both pools would be critical to ensure that disruption to swimming provision (and therefore income) was minimised. This would need to be further explored as part of a detailed business case.

4.3 Funding

- 4.3.1 The Group considered a range of funding options open to pay for a new pool and recognised that there were real opportunities to deliver this. Funding options included:
- We currently have a Leisure planned maintenance budget of £317k per annum (for maintenance, insurance and water), plus there is £600k in the Leisure Capital Maintenance Reserve. However this is for all five leisure sites and the 2011 condition surveys have identified more work required than funding available across the leisure facilities. Therefore this budget and reserve needs to be prioritised. Nevertheless, a proportion of the required maintenance work at Station Road Pool would be funded from this source, reducing the amount of new funding required.
 - Community Infrastructure Levy: There is a development tariff included in the Council's Infrastructure Delivery Plan of £5m toward new pools and refurbishment of existing pools until 2027. In practice we would be unlikely to receipt all of this due to development viability issues. Also, income would be most likely received from 2020.
 - Sale of assets (including St James Street Pool) would provide capital contribution toward a new pool.
 - Sport England grant pots. The Council could make bids to the 'Inspired Facilities Fund' of up to £150k and possibly other funding streams.
 - Prudential Borrowing – dependent on business plan from Tone Leisure detailing operational income projections. There is potential that significant borrowing would be required and that this debt would need to be serviced through additional revenue achieved from the facilities.

5. **Station Road Pool**

- 5.1 A condition survey was undertaken on behalf of the Task and Finish Review by Dennis Freeman-Wright from the Amateur Swimming Association. He reported that the pool was in good condition for its

age but required substantial improvement and renovation to remain operational beyond five years.

- 5.2 The refurbishment and modernisation programme he recommended would give the pool another 15-20 years of operational life and included:

Refurbishment

- Retiling and resealing pool surround
- Replacement of all single glazed metal framed windows with PVC double glazed units
- Clean and repair decaying external concrete columns
- Clean and reseal leak points in plant room
- Replace electrical distribution panel
- Replace horizontal filters

Modernisation

- Convert single sex changing rooms into pool side 'village changing' (including new lockers etc)
- Redesign foyer and reception
- Examine energy efficiencies to reduce operational costs and carbon emissions
- Consider introduction of a pool bulkhead to split the pool into a 25 metre pool and a learner/teacher pool. This would give the pool far more flexibility for different lessons and activities. This could involve installing a moveable floor at the deep end.

- 5.3 Indicative costings of the programme are detailed in Appendix A and total between £1.5m and £1.8m.

- 5.4 A detailed business case would need to be developed by the Council in conjunction with Tone Leisure that considered the long-term operational model needed to make the pool viable. This would help determine the extent of modernisation required and whether the pool would need to incorporate further complimentary sports and health activities to generate more income.

6. Proposed new Pool Development at Blackbrook Sports Centre to replace the existing facility at St James' Street.

- 6.1 There was some concern about moving the main teaching pool out of the Town Centre. However, it was generally agreed that schools who bussed children to swimming would find a pool at Blackbrook more convenient.
- 6.2 The proposed extension to the Blackbrook site would provide a 25 metre pool, a small teaching pool and a café area. Additional parking would be created.

- 6.3 There is a sewerage pipe under the Blackbrook site that needs to be re-routed before development can start. Re-routing would need to be negotiated with Wessex Water however initial enquiries suggest the costs were not prohibitive and this has been built into costing estimates.
- 6.4 The estimated cost of new pools at Blackbrook to replace the facilities at St James's Street is between £2.25 and £2.5 million. The details of this costing can be found at **Appendix A**.

7. Prioritisation of Work

- 7.1 The Task and Finish Group recommended that the priority should be the work on the Station Road Pool to ensure that Taunton is serviced with one pool, should St James Street Pool close sooner than anticipated. All work should be undertaken in one go, to avoid disruption and loss of income from closing the pool. This recommendation should be revisited once the full business cases had been developed.

8. Finance Comments

- 8.1 This reports sets out indicative costs for the various options being considered, and the potential costs are significant. It is important that in progressing to the next stage of these proposals a full costed business case is developed detailing robust capital and revenue cost implications and options for funding the proposed investment.
- 8.2 In the context of the overall financial challenges faced by the Council for the foreseeable future it is important that the preferred option is both affordable and value for money, and the business case will need to address these points specifically.

9. Legal Comments

- 9.1 Any new pool or refurbishment would need to be DDA compliant.

10. Links to Corporate Aims

- 10.1 The proposals link to the 'Regeneration and Growth' Corporate Aim. The Council has significant growth planned and requires adequate leisure provision including swimming facilities. The new proposed swimming pool has therefore been built into the Infrastructure Delivery Plan that supports the Council's Core Strategy.

11. Environmental and Community Safety Implications

- 11.1 Proposals for refurbishment of Station Road Pool include measures to improve energy efficiency and reduce carbon emissions. A new pool at Blackbrook Sports Centre would be far more energy efficient than the one it replaced at St James Street. The new building would need to consider community safety as part of the ongoing running of the facility.

12. Equalities

- 12.1 The refurbishment proposals of the Station Road Pool consider Equalities requirements and include provision for a new DDA compliant lift. Equalities will be properly considered in the finalised programme of refurbishment and modernisation at Station Road Pool and in the design and build of a new pool and this should be picked up in the detailed business plan.

13. Risk Management

- 13.1 A detailed business plan to progress this project would be expected to include a risk register that identified and managed risks.

14. Partnership Implications

- 14.1 The progression of this project will require close continued partnership working with Tone Leisure as well as support from Southwest One (Procurement and Asset Management) and Project Taunton (liaison on disposal of St James Street Pool). Further consultation with swimming clubs, schools and the local community would also be necessary.

15. Recommendations

The Executive are requested to consider and support the following recommendations:

- 15.1 A full business case should be developed to deliver the refurbishment and modernisation requirements at Station Road Pool to ensure it remains operational and viable for a further 15-20 years. The business case would need to include financial modelling of different proposed options and would need member sign-off of the preferred option. It would include full costing, operational business modelling, funding and repayment arrangements and consideration of risk, equalities, health and safety etc.
- 15.2 A full business case should be developed for building a new pool on the side of Blackbrook Pavilion Sports Centre, to include full costing,

operational business modelling, funding and repayment arrangements and consideration of risks, equalities, health and safety etc.

- 15.3 For the two business cases to be treated as one project so as to ensure a holistic approach is taken to include an integrated programme of swimming activities for Taunton and most efficient use of water space. The project would also determine the best priority order for delivering the required works. An outline approach to the next stage to develop detailed business cases and go out to tender are shown as **Appendix B**.
- 15.4 The Task and Finish Group requested that they could continue as a forum to oversee the development of the project plans

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APPENDIX A: STATION ROAD REFURBISHMENT/MODERNISATION PROGRAMME

Items	Cost	Essential/ Necessary/ Desirable	Comments
Plant Refurbishment and Labour	£400,000 (£310,000 equipment and £90,000 installation/labour)	E	Would not necessarily replace existing plant 'like-for-like', but will require technical advice to assess most suitable plant ie., efficiency, environmental impact etc. Cost would still be circa. £400,000 - but reduced annual operating costs and reduce CO ₂ emissions.
Roof Replacement/ Parapets	£100,000	E	SW1 confirmed this work needs doing. Would expect to be funded from Planned Asset Management Plan, but unclear whether it is in the current AMP.
Electrical Distribution Board	£20,000	E	ASA report states it needs replacing 'sooner rather than later'. Would expect to be funded from AMP, but not clear if it is costed.
Windows	£10,000 (Repair) OR £50,000 (Replace)	N D	Merely replaces existing failed sealed units to windows. (Tackle draughts and condensation) ASA report recommends replacement of all single glazed metal framed window units with pvc, double glazed. Would help meet climate change ambitions A business case with ROI would be needed for this decision.
Pool Hall - including new floor screed	£209,000 (? £105k D; £105k E) (this split is a guess)	E and D	Some retiling and resealing of pool surround essential to prevent further leaking to ground floor and external walls and to replace manhole covers. The whole job is desirable for aesthetic reasons and to prevent future leaks
Stretch Ceiling	£35,000	D	Would significantly improve general appearance and lighting. Logically this work should be done at the same time as the Pool Hall works.
Lift	£25,000	E	Current lift is a 'goods lift'. Not DDA compliant.
Modernisation of Changing Rooms	£304,000	N	Without this work the income levels at Taunton Pool likely to decline - will impact Tone's business plan and TDBC revenue position. See ASA report.

Items	Cost	Essential/ Necessary/ Desirable	Comments
Main Reception Foyer	£97,000	N / D	Current entrance not very accessible - no automatic doors. NB. ASA report refers. Some renovation seen as necessary to attract customers and ensure sustainable business model
Staff Area - convert to activity area	£75,000	D	Will enable greater revenue potential to improve annual running costs.
Café Area - refurbishment/ conversion.	£40,000	D	Will enable greater revenue potential to improve annual running costs.
Extension and Lift Shaft	£78,440	D	Will enable greater revenue potential to improve annual running costs. New lift shaft would enable better positioning of the lift.
Fixed Boom and Moveable Floor (the costing is for both options, however a Boom on its own would be considerably cheaper)	£150,000	N	Not worth considering unless the Changing Facilities are modernised. This would be necessary if we want to provide additional 'overflow' learner pool capacity to support Blackbrook, once St James Street closes. However, constraints include pool temperature not being ideal for learners and investment and teaching in a noisy environment. This would give greater pool programming flexibility. A business case with ROI would be needed for this decision.
Infill Deep End of Pool	£35,000	-	Reduce pool depth from 3 m to 2 m. Energy savings of approximately £6,000 per annum. Desirable if it meets required payback period on investment.
Ultraviolet disinfection	£25,000	-	Reduces chlorine requirement from 1.5mgp/l to 0.8mg/l

£1.6m

1. Above costings take no account of any 'loss of income' associated with pool closure required to undertake the pool works. Costings will increase (potentially significantly) if works are done piecemeal. Better VFM achieved through one closure and contractors having clear access to the site.
2. A further £200k for essential and necessary works would be required for professional fees, taking the cost to £1.8m

Summary of Costs for Pools projects and proposed sources of funding

Station Road Pool

Category of Spend	Includes	Total
Essential	Infrastructure refurbishment to ensure physical viability of pool (Plant, Roof, Electrics, DDA compliance etc)	£750k (includes £100k professional fees)
Necessary	Modernisation to ensure continued customer use, a flexible swimming programme and a viable operational business model (Changing rooms, reception, boom and moveable floor)	£613k (includes £100k professional fees)
Desirable	Upgrades to include make facility more attractive and to attract greater usage. These will need to be reviewed during business case modelling to look at ROI	£381k (excludes £50k window replacement)
Other	'Nice to haves' that may be justified through business case and ROI	£60k

TOTAL

£1.8m

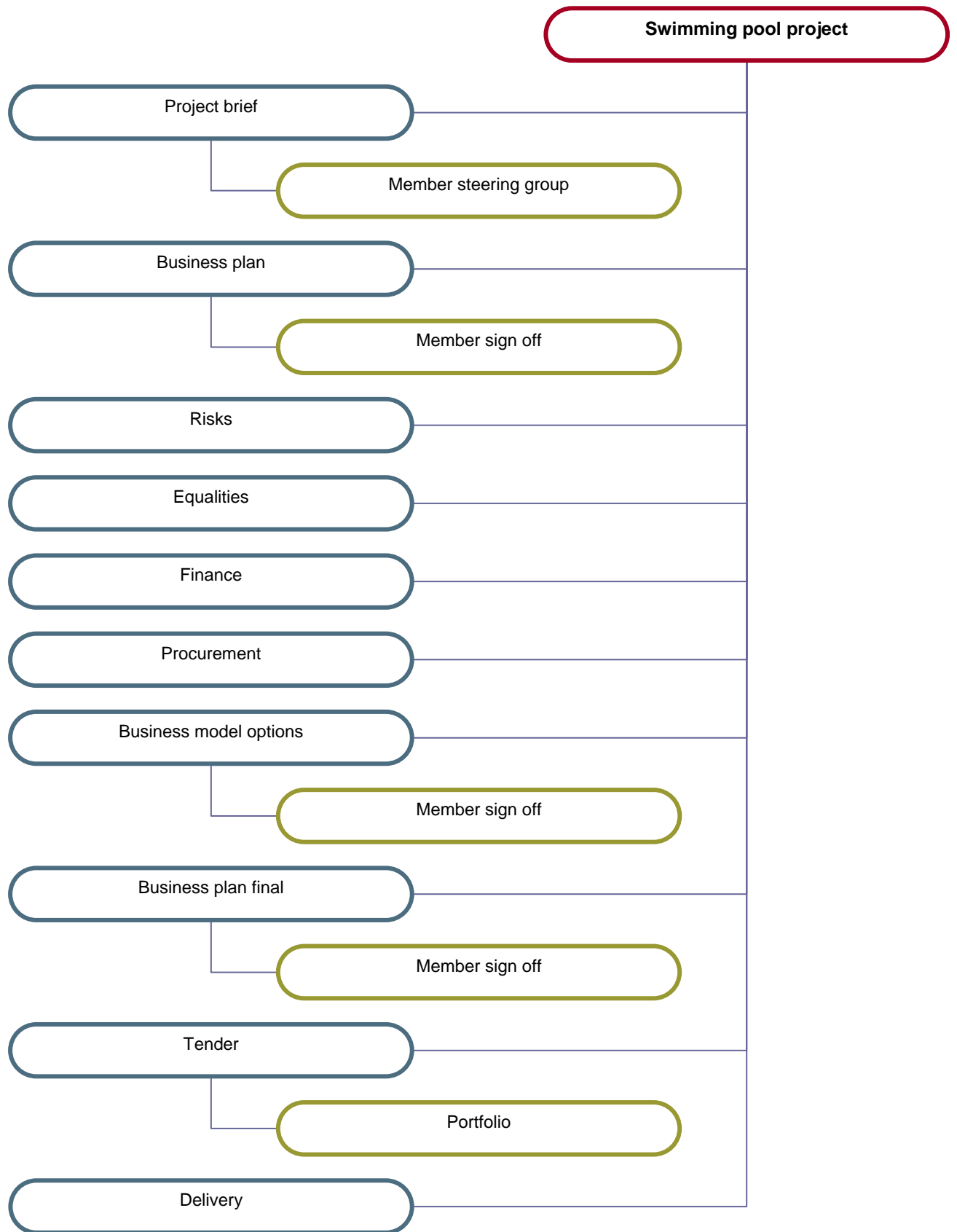
Blackbrook Sports Centre Pool

Category of Spend	Includes	Total
Pool extension	New Design and Build – budget price fully fitted as complete build, includes design fees	£1.9m
Other costs	Sewer, car parking, services, external area	£350k

TOTAL

£2.25m

Appendix B: Indicative Timeline of next steps: Detailed Business Case, Selection of Preferred Business Model (Station Road Pool) and Tendering (to be led by Scott Weetch: Community Development Lead)



Taunton Deane Borough Council

Meeting of the Community Scrutiny Committee – 7 June 2011

Call in, by Councillors Prior-Sankey and Mrs Smith, of a decision made by Executive Councillor Joanna Lewin-Harris in connection with the Youth Initiative Fund.

The Executive Councillor's decision was published in the Weekly Bulletin on 28 April 2011 was as follows:

“£10,800 from the Youth Initiative Budget should be allocated to meet the cost of three further voyages by the Sailing Gaffe “Tectona” during 2011. The dates of the voyages are 28 May to 1 June, 23-27 July and 22-26 October 2011”.

The Executive Councillor's decision has now been called in by Councillors Prior-Sankey and Mrs Smith for the following reasons:

1. It is totally unacceptable that decisions are being taken without due regard to the scrutiny process and that decisions are being implemented before the Call-In time has passed. Because of the timing of the May trip, I am calling in the second and third trips because I would not want to withdraw the offer of the trip to those who are now anticipating their voyage;
2. What evidence do we have that spending more than 1/3 of the annual budget for Youth Initiatives on 60 young people to have a sailing trip, when there are more than 5000 young people in the 11-16 age group in Taunton Deane, is the best use of the funds available;
3. What criteria are used for selecting young people for the trips? We are told the Police, Schools, Youth Offending Team & the Cadet Units select those who would benefit for the trips but we do not have details of this process, nor is there any evidence of whether these young people live in the unparished area or not, for the purposes of tracking the expenditure in the fund;
4. What have been the outcomes from the previous trips in terms of changing young people 'on the edge'. How many of those who partook either failed on the expedition or continued their pattern of behaviour from previously, after the trip. How many had a trip that changed their life forever? For the trips to succeed for all participants, is there a 'best mix' of young people who should be on each trip?

Once the Community Scrutiny Committee has heard the full debate on this matter, it will have two options open to it:

- (1) To decide to take no further action** – in which case the decision of the Executive Councillor of 28 April 2011 will stand; or

(2) To support the challenge and refer the decision for further consideration (stating the grounds for justifying that request) – where the matter will be considered again by the Executive Councillor .

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Community Scrutiny Committee – 7 June 2011

Present: Councillors Mrs Allgrove, Bishop, Denington, Mrs Floyd, Ms Lisgo, Morrell, Prior-Sankey, Mrs Slattery, Swaine, Watson, Ms Webber and A Wedderkopp

Officers: James Barra (Community Services Manager), Nick Bryant (Strategy Lead), Donna Durham (Democratic Support Manager), Simon Lewis (Strategy and Corporate Manager), Roger Mitchinson (Strategy Lead), Martha Prangnell (Community Development Officer), Ann Rhodes (Strategy Officer), Scott Weetch (Community Development Lead), Ralph Willoughby-Foster (Planning Policy Advisor) and Joy Wislade (Strategic Director)

Also present: Councillors Mrs Adkins, Brooks, Coles, Edwards, Farbahi, A Govier, R Lees, Meikle, Mrs Smith, Mrs Stock-Williams, Tooze, Mrs Warmington and Williams
Jeannie Lillywhite, Assistant Head, Court Fields Community School
John Snell, Youth Liaison Group

(The meeting commenced at 6.15pm)

40. Call-In – Youth Initiative Fund

As the Portfolio Holder for Community Leadership, Councillor Mrs Lewin-Harris had agreed to allocate £10,800 from the Youth Initiative Budget to meet the cost of three further voyages by the Sailing Gaffe 'Tectona' during 2011. The Vice-Chairman asked Councillors Prior-Sankey and Mrs Smith to explain their reasons for the Call-In which were as follows:

1. It was totally unacceptable that decisions were being taken without due regard to the scrutiny process and that decisions were being implemented before the Call-In time has passed. Because of the timing of the May trip, only the second and third trips were being called in to avoid withdrawing the offer of the first trip and disappointing those who were anticipating their voyage;
2. Why should more than a third of the annual budget for Youth Initiatives be spent on 60 young people to have a sailing trip, when there were more than 5000 young people in the 11-16 age group in Taunton Deane;
3. What criteria were used for selecting young people for the trips? They had been told the Police, Schools, Youth Offending Team and the Cadet Units selected those who would benefit for the trips but details of this process were not available, nor was there any evidence of whether these young people lived in the unparished area or not, for the purposes of tracking the expenditure in the fund;

4. What had been the outcomes from the previous trips in terms of changing young people 'on the edge'. How many of those who partook either failed on the expedition or continued their pattern of behaviour from previously, after the trip. How many had a trip that changed their life forever? For the trips to succeed for all participants, was there a 'best mix' of young people who should go on each trip?

Councillor Govier had an interest in provision for the youth and had been invited to join the Youth Liaison Group. The Youth Liaison Group discussed youth issues and oversaw youth initiatives from Taunton Deane Borough Council, Somerset County Council and volunteer groups. He felt that Councillor Meikle had been a powerful advocate for young people and the Youth Liaison Group performed a useful role. He also felt that the Youth Liaison Group should be more formally recognised.

John Snell had been a Police Commander in Taunton and had been frustrated by the lack of provision for young people, particularly in Halcon and Priorswood. The target group for the sailing trips were those who were not offending, but tended to be a problem to the Police. With a background in youth offenders, he had been keen to provide something for this cohort.

Jeannie Lillywhite, Deputy Head of Court Fields Community School gave a short presentation on a recent trip that had been undertaken by pupils from Court Fields School. The young people who took part had been selected as they would not normally have had an opportunity like this. The Police, Youth Leaders and Schools identified participants and the results were that the youngsters were more able to fit into society.

Councillor Meikle explained that no improper decisions had been made in advance and the funding of Tectona, was unspent funds from the Youth Initiative Budget in 2010/2011. The youngsters who experienced these trips needed supporting and changes in social behaviour were seen subsequently.

Councillor Prior-Sankey stated that she was not questioning the value of the Tectona trips, but there had been an apparent failure of selection. A robust selection process was needed and consideration given as to whether these trips made the best use of the Youth Initiative Fund.

The report that the Community Development Lead had submitted referred to a previous trip that had to be cut short due to the behaviour of the young people and suggested measures agreed to prevent a repeat performance had not been carried out. Councillor Prior-Sankey referred to an email she had received from Sergeant Andy Murphy regarding a review that had been suggested into the selection process, but no progress had been made. The Community Development Lead was only able to report on the trips funded by the Council and reported that as far as he was aware, no multi-agency work had taken place regarding the latest trip.

Councillor Prior-Sankey asked when officers had received a request for a decision form to be completed. The decision had been advertised in the Weekly Bulletin on 28 April 2011 and the first trip had been arranged for May

2011, so there had been no opportunity for scrutiny of the first trip. The Community Development Lead reported that the decision form would have been completed promptly after it had been requested.

During the discussion of this item, Members made the following comments:

- Formal status should be given to the Youth Liaison Group;
- £300 for a lifetime opportunity was money well spent;
- There were children from across Taunton who lived outside of the deprived areas, who could benefit from these trips;
- The trips were successful and the youths were unrecognisable on their return and integrated into society;
- Preparatory work needed to be done with youngsters to ensure that they were engaged in the process and were unlikely to 'drop out' of the trips at a late stage.

The Executive Councillor responsible for the Youth Initiative Budget stated that consultation on the selection process was needed.

The Chairman stated that the role and status of the Youth Liaison Group needed to be considered, along with the selection process and the benefits that the trips had resulted in. The Community Development Lead reported that an evaluation of last year's funds was being undertaken and the results would be available towards the end of June.

Resolved that the decision be referred back to the Executive Councillor for Community Leadership for further consideration for the following reasons:

- The 'lead in' time for the proposed first voyage meant that the decision could not be properly scrutinised;
- There was a lack of preparation of youngsters before the trips;
- There was a lack of information on the outcomes of individuals;
- Consideration needed to be given to future trips of Tectona and a better process of distribution of the Youth Initiative Fund; and
- There was a need to formalise the Youth Liaison Group.

Taunton Deane Borough Council

Executive – 13 July 2011

Housing and Planning Delivery Grant

Report of the Strategic Director (Joy Wislade)

(This matter is the responsibility of Councillor Mark Edwards)

1. Executive Summary

Housing and Planning Delivery Grant (HPDG) is no longer available but the Council still has a significant amount from previous allocations which is unallocated. It has also allocated amounts in the past that were not spent and are no longer required. The purpose of this report is to provide an up to date picture of what HPDG remains and to recommend further allocations.

2. Background

Housing and Planning Delivery Grant was given to Local Authorities based on their performance in Development Control, Plan Making and delivery of housing. The coalition government has scrapped HPDG for future years. The funding is allocated to deliver improved planning, forward planning (plan making) and housing delivery services.

3. Current Situation

There is currently £505,040 held in the Housing and Planning Delivery Grant reserve of this £445,467 is revenue, the remainder £59,573 is capital.

There have been several allocations from the HPDG reserve made since the last HPDG report. They are taken into account in the figures above and are as follows:

Revenue:

- £73,400 towards Strategic Director salary in 2011/12 as part of the Budget Setting process (Full Council February 2011)
- £15,000 towards the £50,000 TDBC Project Taunton funding in 2011/12 agreed as part of the Budget Setting process (there was an under spend of £35,000 against the £50,000 agreed as part of the 2010/11 allocations).

Capital:

- £100k to re-pay Project Taunton agreed income from the sale of the Coal Orchard car park that was incorrectly allocated to general capital reserves (Executive March 2011)

Since the previous HPDG report it has been assumed that there will be a reallocation of £216k to HPDG Capital that was agreed to part fund the purchase of a development site in Taunton. The opportunity that existed when this was agreed by the Executive (April 2010) no longer exists. The full report of can be found in the confidential appendix. The issue that has changed is that the third party interest in the site no longer exists.

4. Further Allocations

Further allocations that are recommended as part of this report are as follows:

1. £46,478 revenue towards the work required to prepare the Infrastructure Delivery Plan and Community Infrastructure Levy on development. The amount that is raised per new dwelling to contribute towards new infrastructure is subject to a rigorous evidential test. This work will give the Council that sound evidence set within a policy context that means that we will be able not only to raise the levy but also an interim policy arrangement before the CIL is finally approved.
2. £8,970 revenue towards the additional costs arising from extending the economic and demographic projections in the Core Strategy to an end date of 2028 due to the delays in bringing the Core Strategy forward.

This will still leave £390,019 revenue and £59,573 capital funding un-allocated

5. Finance Comments

The financial information is included in the main body of this report. The extra £100k suggested by Corporate Scrutiny is not included in the figures above. If the Executive endorse this recommendation this would come from revenue funding and would therefore leave £290,019 un-allocated. There are no further finance comments.

6. Legal Comments

There are no legal implications to this report.

7. Links to Corporate Aims

This links to the Aim of Regeneration as without the policy context and the ability to raise funding for infrastructure the Borough will not be able to develop.

8. Environmental and Community Safety Implications

The Core Strategy provides environmental policies to protect the environment and provide policies on sustainability as part of the development plan.

9. Equalities Impact

This has been considered but there are no equality issues that arise from this report.

10. Risk Management

There are no risk management issues that are relevant to this report.

11. Partnership Implications

There are no partnership implications to this report.

12. Corporate Scrutiny

The report went to Corporate Scrutiny on 26 May 2011. The issue that was rigorously discussed was the de-allocation of the £216k funding mentioned in paragraph 3. I have therefore included the whole of the confidential report of April 2010 as the appendix rather than attempt a synopsis.

Corporate Scrutiny also endorsed a further recommendation:

“That a further £100k be allocated for inward investment purposes”.

The recommendations outlined below as 2 – 4 were fully endorsed.

13. Recommendations

The Executive are requested to consider the following recommendations:

1. To consider Corporate Scrutiny’s proposal to allocate £100k from HPDG for inward investment purposes
2. To confirm the de-allocation of £216,000 of HPDG capital funding to part fund the purchase of a development site in Taunton as in the confidential Executive report April 2010.
3. £46,478 revenue to be allocated towards the work required to prepare the Infrastructure Delivery Plan and Community Infrastructure Levy on development
4. £8,970 revenue be allocated towards the additional costs arising from extending the economic and demographic projections in the Core Strategy to an end date of 2028

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16/08/2011, Report:Future proposals for Deane DLO
Reporting Officers:Brendan Cleere

14/09/2011, Report:Review of Essential Users and Car Allowances
Reporting Officers:Martin Griffin

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

14/09/2011, Report:Proposed Passivhaus Development
Reporting Officers:Lesley Webb

14/09/2011, Report:The future of floodlighting across the Borough
Reporting Officers:David Evans

14/09/2011, Report:Quarter 1 Performance Report
Reporting Officers:Dan Webb

14/09/2011, Report:Installation of Solar PV on Council House stock
Reporting Officers:Kevin Toller

14/09/2011, Report:Budget Review Project - High Level Principles
Reporting Officers:Simon Lewis

14/09/2011, Report:Goodland Gardens Public Conveniences, Taunton
Reporting Officers:John Sumner

14/09/2011, Report:Growth Point Funding Allocation
Reporting Officers:Ian Franklin

14/09/2011, Report:High Street, Taunton - Preliminary Works
Reporting Officers:Ian Franklin

14/09/2011, Report:Confidential Item
Reporting Officers:James Barra

12/10/2011, Report:Taunton Town Centre Supplementary Planning Document
Reporting Officers:Tim Burton

12/10/2011, Report:Proposed redevelopment of Halcon North, Taunton
Reporting Officers:Tim Burton

12/10/2011, Report:Corporate Management Team Restructure
Reporting Officers:Penny James

12/10/2011, Report:Parking Strategy
Reporting Officers:Joy Wislade

12/10/2011, Report:Consultation Paper - Proposals for Business Rate retention
Reporting Officers:Shirlene Adam

12/10/2011, Report:Client based approach for Construction Projects in Taunton Deane

Reporting Officers:David Evans

16/11/2011, Report:Quarter 2 Performance Report

Reporting Officers:Dan Webb

16/11/2011, Report:Capital Cash Flow Funding - SW1 Transformation Projects

Reporting Officers:Paul Harding

16/11/2011, Report:Budget Review Project - Year 1 Budget Savings

Reporting Officers:Simon Lewis

07/12/2011, Report:Housing Revenue Account 30 year Business Plan

Reporting Officers:Stephen Boland

07/12/2011, Report:Budget Review Project - 4 Year Proposals

Reporting Officers:Simon Lewis

09/02/2012, Report:Housing Revenue 30 year Business Plan

Reporting Officers:Stephen Boland

14/03/2012, Report:Quarter 3 Performance Report

Reporting Officers:Dan Webb