

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 11 August 2011 at 18:30.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Executive held on 13 July 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 Taunton Deane Borough Council Carbon Management Plan for 2011/2012.
Report of the Climate Change Officer (attached).
Reporting Officer: Kevin Toller
- 6 Future use of The Deane House. Joint report of the Strategic Director, Parking and Civil Contingencies Manager and Asset Planning Manager, Southwest One (attached). Also see agenda item No. 8.
Reporting Officer: Joy Wishlade
- 7 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.

- 8 Future use of The Deane House - Confidential Appendix 7 (attached).
Paragraph 3 - Information relating to financial or business affairs.

Tonya Meers
Legal and Democratic Services Manager

12 January 2012

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 – 13 July 2011

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

Officers: Penny James (Chief Executive), Shirlene Adam (Strategic Director), Brendan Cleere (Strategic Director), Joy Wishlade (Strategic Director), Richard Sealy (Client and Performance Manager), Simon Lewis (Strategy and Corporate Manager), Scott Weetch (Community Development Lead), Adrian Priest (Principal Estates Surveyor, Southwest One, Property and Facilities), Tonya Meers (Legal and Democratic Services Manager) and Richard Bryant (Democratic Services Manager)

Also present: Councillors A Govier, Mrs Govier, Horsley, Meikle, Morrell, Mrs Smith and A Wedderkopp

(The meeting commenced at 6.15 pm.)

58. Apology

Councillor Edwards.

59. Minutes

The minutes of the meetings of the Executive held on 15 and 21 June 2011, copies of which had been circulated, were taken as read and were signed.

60. Public Question Time

Although welcoming the Task and Finish Group's report on the Future Swimming Provision in Taunton Mr Paul Partington stated that he had a number of concerns relating to the loss of the deep water at the Station Road Pool, the proposals to reduce heat loss and the affect any alterations might have on the pool tank.

He therefore asked that in taking the recommendations in the report forward, the Council considered the following matters:-

- (1) The preparation of a proper model to fully assess the heat losses and how such losses could be mitigated;
- (2) The stresses on the existing pool tank caused by any alterations; and
- (3) The payback period in terms of savings from reducing heat loss through any works that may take place to "fill in" the deep water end of the pool.

In response, Executive Councillor Mrs Herbert reported that the project was at a very early stage and that the points raised by Mr Partington would be taken into account.

61. Declaration of Interests

Councillor Mrs Warmington declared a personal interest as she knew Dr. Roger Crabtree.

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

Councillor Alan Wedderkopp, the Chairman of the Systems, Applications and Products (SAP) Computer System Task and Finish Review, detailed the recommendations the Group wished to make to the Executive.

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

Some elements of SAP had run with no issues since going live. However, a number of "teething problems" in other functions had continued.

At its first meeting, the Task and Finish Group had agreed the terms of reference proposed by the Corporate Scrutiny Committee on 15 April 2010 as follows:-

- To focus on analysing the impact of SAP on customers, staff, financial and other processes and controls;
- To investigate the impact on suppliers of goods and services;
- To look at the effect on arms length organisations such as the Direct Labour Organisation, Project Taunton, Tone Leisure and the South West Audit Partnership (SWAP); and
- Independent support and assistance would be provided by SWAP.

The Group had been set up to investigate the impact SAP had had, particularly on Taunton Deane Borough Council and its customers. The Group had made clear at the outset that the investigation was not about criticising SAP but about understanding the system, why there had been problems and learning lessons for the future.

A series of six meetings of the Task and Finish Group had been held and information had been collected from a wide variety of sources to gain an understanding of how SAP should work and the problems which had been encountered by staff and customers since the system went live.

The Task and Finish Group had discussed the recommendations it wished to make to the Executive and considered that, as other local authorities might join the partnership or approach Southwest One to deliver services in the future, SAP would be launched again and the Group felt strongly that Southwest One should build on

the experiences and knowledge gained throughout the project to avoid further problems arising.

The Group also wished to thank staff for their patience and perseverance and for the way they had kept their services running during a difficult period to ensure minimum disruption to Council services.

Resolved that:-

(1) the Task and Finish Group's recommendations be accepted, namely that:-

- (a) A phased approach should be taken to ensure that individual elements were satisfactorily embedded before other aspects were launched;
- (b) There should be adequate involvement by service users in the development of systems;
- (c) Pilot schemes should be undertaken to identify key impacts and to ensure that training was focussed and effective;
- (d) Future training for other than the most basic elements of the system should be delivered in a workshop fashion. Clear structures 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
- (e) Change Managers should be appointed and remain in post for the duration of the project.

(2) In addition, it was agreed that:-

- (i) The above recommendations should be implemented in respect of the launch of the remaining elements of the SAP system;
- (ii) The above recommendations should be considered before the Council implements any extension of SAP to another partner organisation or and future large scale system implementation; and
- (iii) A summary of the findings of the report should be fed back to staff via the Core Brief.

63. Task and Finish Review : Future Swimming Provision in Taunton

Councillor Andy Govier, the Chairman of the Future Swimming Provision in Taunton Task and Finish Review, detailed the recommendations the Group wished to make to the Executive.

The Task and Finish Review had looked at viable options for a new pool in Taunton. The Station Road Pool had been built in 1974 and was a six lane, 33 metre pool. The St James Street Pool had been built in 1935 and was used almost exclusively by schools, clubs, organisations and private hire.

A feasibility study of the two pools had been carried out in 2004, which showed that a new pool would be more cost effective than the two existing pools. The suggestion had been that the new facility should include an eight lane, 25 metre pool with a four lane, 20 metre pool and fun pool. A fitness suite would be needed to support income. The cost would be £6-7,000,000 and would last between 25 and 40 years.

Due to plant failures at the St James Street Pool and its imminent closure in the coming years, there was an urgency to address the provision of swimming pools.

Various sites and the potential of partnership working were considered. It was agreed that the St James Street Pool would need to close and be replaced. Advice from Sport England and the Amateur Swimming Association suggested that a 50 metre pool would not be appropriate or value for money in Taunton.

It was felt that the best approach would be to commission a pool at an existing Council building, which could be delivered for approximately £2,000,000.

A detailed business plan would be required from Tone Leisure regarding the future viability of the pools. Timing of the work would be critical to ensure that disruption to swimming provision and income would be minimised.

Funding options to pay for the new pool included the following:-

- The Council currently had a Leisure planned maintenance budget of £317,000 per annum (for maintenance, insurance and water), plus £600,000 in the Leisure Capital Maintenance Reserve. Although the 2011 condition surveys had identified more work required than funding available across the five leisure sites, a proportion of the required maintenance work at Station Road Pool would be funded from this source, reducing the amount of new funding required;
- The Community Infrastructure Levy: There was a development tariff included in the Council's Infrastructure Delivery Plan of £5,000,000 towards new pools and refurbishment of existing pools until 2027. However, it was unlikely this full amount would be forthcoming due to development viability issues and such funding was only likely to become available from 2020 onwards;
- The 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 £150,000 and possibly other funding streams; and
- Prudential Borrowing – dependent on a business plan from Tone Leisure detailing operational income projections. There was a potential that significant borrowing would be required and that this debt would need to be serviced through additional revenue achieved from the facilities.

A condition survey of the Station Road Pool had shown that it required substantial improvement and renovation, but if undertaken, would give the pool an additional 15

to 20 years of operation life. Details of the work required were reported and was estimated to cost between £1,500,000 and £1,800,000.

Consideration had been given to moving the main teaching pool out of the town centre. The proposed extension to the Blackbrook site would provide a 25 metre pool, a small teaching pool and a café area. Additional parking would also be provided. A sewerage pipe would need to be re-routed prior to any development, but these costs had been included in the estimate of between £2,250,000 and £2,500,000.

The Task and Finish Review felt that the Station Road Pool improvements should be the priority to ensure that Taunton continued to be serviced with one pool.

A business case would need to be produced to ensure that revenue cost implications and options for funding the proposed investment could be considered. The preferred option would need to be affordable and value for money.

The Task and Finish Group's report had previously been considered by the Corporate Scrutiny Committee at its meeting on 5 July 2011. Although the proposed recommendations were accepted, Members did suggest that if the proposal to construct a new pool at the Blackbrook Pavilion Sports Centre was progressed, a transport and environmental impact assessment would need to be undertaken.

Resolved that the following recommendations be supported:-

- A full business case be developed to deliver the refurbishment and modernisation requirements at Station Road Pool to ensure it remained operational and viable for a further 15 to 20 years. The business case would need to include financial modelling of different 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 risks, equalities and health and safety;
- A full business case be also developed for building a new pool on the side of the Blackbrook Pavilion Sports Centre, to include full costing, operational business modelling, funding and repayment arrangements and consideration of risks, equalities and health and safety together with conducting a full transport and environmental impact assessment;
- The two business cases be treated as one project to ensure a holistic approach was 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; and
- The Task and Finish Group be retained as a forum to oversee the development of the project plans.

64. **Reconsideration of the Executive Councillor decision made in relation to the Sailing Vessel “Tectona” funding**

Reported that former Executive Councillor Mrs Lewin-Harris had made the following decision which was reported in the Weekly Bulletin on 28 April 2011:-

“£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 were 28 May to 1 June, 23-27 July and 22-26 October 2011”.

This decision was called in by Councillors Prior-Sankey and Mrs Smith for the following reasons:-

- (a) 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, we are calling in the second and third trips because I would not want to withdraw the offer of the trip to those who were now anticipating their voyage;
- (b) What evidence did 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 were more than 5000 young people in the 11-16 age group in Taunton Deane, was the best use of the funds available;
- (c) What criteria were used for selecting young people for the trips? We are told the Police, Schools, Youth Offending Team and 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 lived in the unparished area or not, for the purposes of tracking the expenditure in the fund;
- (d) 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 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 be on each trip?

The call in had been considered by the Community Scrutiny Committee at its meeting on 7 June 2011 where it had been decided to refer the matter back to the Executive Councillor for Community Development 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 Initiatives Fund (YIF); and

- There was a need to formalise the Youth Liaison Group.

In her response to Members, the new Executive Councillor for Community Development, Councillor Mrs Warmington, stated that this call in had revealed a number of shortcomings and learning points about the way that the agreed guidelines for the YIF had been applied in practice.

Having reviewed the points raised by the Community Scrutiny Committee, the following six commitments were proposed:-

- (1) It would be ensured that all future applications to the YIF gave sufficient time for any call in to be heard, prior to any decision being ratified and firm commitments given to applicants to the fund.
- (2) There should be more robust follow up to ensure that the criteria in the YIF were met in full and any lessons were learned from previous experiences. This sought to address the points of the call in, about lack of preparation of youngsters and lack of information on outcomes. It was really for applicants to ensure that individuals benefiting from projects were adequately prepared, but it would also be appropriate for the Council to challenge applicants if there was any obvious missing/scant information on an application.
- (3) The Council would seek to increase awareness of the fund in the community and attract more applications, so as to weigh up the benefits of different projects against the agreed criteria before any decisions are made.
- (4) The Council would welcome full applications to the fund for further sailing trips, which would be treated on merit alongside any other applications using the agreed criteria for the YIF.
- (5) Until this application and the above criteria had been satisfied, no further funds would be awarded towards sailing trips; and
- (6) The Monitoring Officer (Tonya Meers) was currently investigating the feasibility and desirability of formalising the Youth Liaison Group and would report back to Members in due course.

Councillor Meikle declared a prejudicial interest as he had applied for funding from the Youth Initiative Fund as a Member of the Taunton Rotary Club. However, before he left the meeting he confirmed that the proposed July Tectona trip had been cancelled which meant that only £3,300 was required from the YIF for the proposed October voyage. He added that the Youth Liaison Group comprised Councillors from both Taunton Deane and Somerset County Council and Police representatives.

During the discussion of this item, Members requested information on the allocation of funding from the YIF to date and feedback about the numbers of students who had benefitted from the various schemes which had been supported.

The proposed formalisation of the Youth Liaison Group was also supported which should enable the more robust use of available funding to be undertaken in the future.

The view was taken that the decision by former Councillor Mrs Lewin-Harris to award funding for the October Tectona voyage should stand, provided the new requirements announced by Councillor Mrs Warmington were adhered to. In practise a further, fully detailed application with supporting information would need to be submitted before the funding for this voyage was released.

Resolved that the decision to award funding from the Youth Initiatives Fund for the proposed Tectona voyage in October 2011 be confirmed, subject to the relevant commitments set out in (1) – (6) above, being met.

65. **Housing and Planning Delivery Grant**

Considered report previously circulated, concerning the current level of Housing and Planning Delivery Grant (HPDG) which remained to be allocated.

HPDG was allocated by the previous Government to Local Authorities based on their performance in Development Control, Plan Making and delivery of housing. However, since taking power in May 2010, the Coalition Government had scrapped HPDG for future years.

There was currently £505,040 held in the HPDG reserve. Of this £445,467 was revenue, the remainder (£59,573) was capital.

There had been several allocations from the HPDG reserve made since the last HPDG report (Minute No 80/2010 refers). They were taken into account in the figures above and were as follows:-

Revenue:-

- £73,400 towards Strategic Director salary in 2011/2012 as part of the Budget Setting process (Full Council February 2011); and
- £15,000 towards the £50,000 Taunton Deane Project Taunton funding in 2011/2012 agreed as part of the Budget Setting process (there was an underspend of £35,000 against the £50,000 agreed as part of the 2010/2011 allocations).

Capital:-

- £100,000 to re-pay Project Taunton agreed income from the sale of the Coal Orchard Car Park that was incorrectly allocated to General Fund Capital Reserves (Executive March 2011)

Since the previous HPDG report it had been assumed that there would be a reallocation of £216,000 to HPDG Capital that had been agreed to part fund the

purchase of a development site in Taunton. The opportunity that existed when this was agreed by the Executive in April 2010 was no longer there.

Reported that the following further allocations from the HPDG funding were now recommended to Members:-

- (1) £46,478 revenue towards the work required to prepare the Infrastructure Delivery Plan and the Community Infrastructure Levy (CIL) on development. The amount that was raised per new dwelling to contribute towards new infrastructure was subject to a rigorous evidential test. This work would give the Council that sound evidence set within a policy context that meant that the Council would be able not only to raise the levy but also an interim policy arrangement before the CIL was 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.

Noted that these allocations would still leave £390,019 revenue and £59,573 capital funding un-allocated.

When this matter was discussed by the Corporate Scrutiny Committee at its meeting on 26 May 2011, Members recommended that £100,000 of the available funding should be earmarked for inward investment purposes.

The Executive took the view however that the money should not be allocated until a specific project was identified.

Resolved that:-

- (a) 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 dated April 2010, be confirmed;
- (b) £46,478 revenue be allocated towards the work required to prepare the Infrastructure Delivery Plan and Community Infrastructure Levy on development; and
- (c) £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.

66. **Executive Forward Plan**

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

Resolved that the Forward Plan be noted.

67. **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.

68. **Potential for the Disposal of an Asset, Taunton**

Reference Minute No. 36/2011, reported that the decision to dispose of Taunton Deane's interest in this site jointly with the other local authority and the leaseholders had been called in by Councillors Mrs Smith and Farbahi.

The call in had been considered at the meeting of the Corporate Scrutiny Committee on 28 April 2011 when it had been resolved to refer the matter back to the Executive for re-consideration on the grounds set out in the report.

The Principal Estates Surveyor, Southwest One, Property and Facilities had addressed the issues raised through scrutiny and had recommended that the joint disposal of the site should continue.

During the discussion of this item, Members agreed that the Principal Estates Surveyor should be authorised to enter into negotiations with the leaseholders in an attempt to increase the Council's percentage share of the equity following the disposal of the site.

Resolved that:-

- (1) The joint disposal of the site be proceeded with in accordance with the resolution made by the Executive at its meeting on 16 March 2011; and
- (2) Negotiations with the leaseholders as to Taunton Deane's percentage share of the equity of the site's value be also undertaken.

(The meeting ended at 7.40 pm.)

Taunton Deane Borough Council

Executive – 11 August 2011

Taunton Deane Borough Council Carbon Management Plan for 2011/2012

Report of the Climate Change Officer

(This matter is the responsibility of Executive Councillor Hayward)

1. Executive Summary

This document is the Council's Carbon Management Plan (CMP) for reducing carbon emissions from the Council's operations during 2011/2012. The report reflects on the Council's progress in reducing carbon emissions between 2006/2007 and today, sets out the priorities for 2011/2012 and briefly describes the key actions planned. These actions have been developed by the joint Member / Officer Carbon Management Steering Group. The focus of this year's Plan is on energy generation, reduction of transport emissions and upgrading of lighting and insulation.

The CMP is accompanied by an action plan with 46 carbon reduction actions across the Taunton Deane / Tone Leisure sites and activities. The actions from this Plan for which we were able to quantify potential savings would result in a year-on-year saving of 5.2% or 225 tonnes of CO₂, if fully implemented.

The CMP and action plan were considered and supported by the Corporate Scrutiny Committee on 21 July 2011.

2. Background

2.1 Reasons for mitigating the causes of climate change

Over the last 100 years the average temperature around the atmosphere near the Earth's surface has risen by about 0.8 degree Celsius. This is due to human activities such as burning fossil fuels and deforestation that increase the concentration of greenhouse gases like carbon dioxide (CO₂) in the atmosphere.

Most climate scientists agree that the global temperatures could continue to rise

between 1.1 and 6.4 degrees Celsius above 1980 to 1990 levels by the end of the 21st century depending on how much greenhouse gases get emitted in the near future. If the temperature rise is high, the impact is likely to be extreme and will be difficult to cope with. The main effects of climate change are sea level rise, more extreme weather, biodiversity loss, shortages of food and water and significant damage to the global economy.

In order to mitigate the causes of climate change, the United Kingdom (UK) has set itself the legally binding target to reduce its CO₂ emissions by 80% by 2050 (from 1990 levels). The UK has also signed to the EU Renewable Directive which includes a UK target of 15% of energy from renewables by 2020.

2.2 Taunton Deane's commitment to mitigating climate change

Taunton Deane Borough Council takes climate change seriously and is strongly committed to reduce carbon emissions within the district and from its own operations:-

- The Council's Corporate Strategy 2010 – 2013 makes climate change one of the Council's four key aims;
- The Council is committed to become carbon neutral in the longer term;
- In 2010, Taunton Deane, Somerset County Council and the four other Somerset districts jointly committed themselves to reduce the carbon emissions from their operations by at least 3% year-on-year; and
- 'Tackling climate change' is also a stated priority in the current Sustainable Community Strategy for the Taunton Deane area.

2.3 Reducing carbon emissions in order to save costs

Reducing energy usage also makes sound fiscal sense in a period of rapidly rising fuel prices and budget cuts. Over recent years the costs for energy has increased significantly at Taunton Deane sites. For example, the unit price for electricity is now 34% higher than it was in 2008/2009 and combined costs for electricity and gas have increased by 11% year-on-year per unit since 2002/2003.

With a consumption of around 2 million kWh of electricity and 3.5 million kWh of gas per year the Council is one of the largest energy consumers in the area. Whilst in 2002/2003 this amount of energy would have costed around £120,000, the same amount of energy now costs £242,000 and would cost nearly £700,000 in 2020/2021 if prices continue to increase at the current speed and no actions were taken to reduce consumption.

2.4 Taunton Deane's overall carbon reduction process (2006/2007 – 2010/2011)

Since Taunton Deane and Tone Leisure started to implement carbon reduction actions in 2008/2009 the Council's carbon emissions have been reduced by nearly 500 tonnes CO2 or 10.4% against the baseline that was established for 2006/2007. This equates to a reduction of about 3.5% year-on-year over the last four years. This exceeds the 3% year-on-year reduction target that was agreed between Somerset County Council and the Somerset District / Borough Councils.

Carbon emissions at Taunton Deane and Tone Leisure come from four different sources: The electricity and gas used within buildings and the petrol/diesel used for transport by the DLO and the Council's Grey Fleet. The table below shows how much carbon dioxide was emitted in total and from each of these sources over the last four years:-

Table 1: Taunton Deane and Tone Leisure emissions by source (in tonnes/CO2)					
YEAR	Electricity	Gas	TDBC / SW1 grey fleet	DLO fleet	TOTAL
2006/2007	2319	1633	113	709	4774
2008/2009	2182	1825	90	709	4806
2009/2010	2147	1648	130	529	4454
2010/2011	2010	1606	108	554	4278
Changes between 2006/2007 and 2010/2011					
Overall change (in tonnes/CO2)	-309	-27	-5	-155	-496
Change in %	-13.3%	-1.7%	-4.4%	-21.9%	-10.4%

The table above shows that the emissions from electricity usage have declined steadily over the last four years. The total reduction since 2006/2007 is about 300 tonnes or 13%. The emissions from gas used by the Council went up in 2008/2009 but have declined by about 220 tonnes since. Emissions from the Taunton Deane/SWOne Grey Fleet business travel peaked in 2009/2010 (130 tonnes), but have fallen again since and are now slightly below the 2006/2007 level (113 tonnes). Emissions from the DLO fleet increased during the last year to 554 tonnes but are still about 22% below the 2006/2007 level. Overall, 95% (464 tonnes) of all carbon savings made since 2006/2007 stem from reductions made in electricity usage and DLO mileage.

2.5 Carbon reductions in 2010/2011

During 2010/11 Taunton Deane Borough Council and Tone Leisure emitted 4278

tonnes of CO2. These were 176 tonnes or 4 percent less than during the year before. The Taunton Deane sites contributed savings of 133 tonnes and the Tone Leisure sites savings of 43 tonnes to this. The carbon reductions to the year before were 5.4% at the Taunton Deane sites and 2.2% at the Tone Leisure sites.

Table 2 highlights the changes in carbon emissions from Council sites and activities by source between 2009/2010 and 2010/2011:-

Table 2: Changes in emissions from Taunton Deane and Tone Leisure sites between 2009/2010 and 2010/2011					
	electricity	Gas	TDBC / SW1 grey fleet	DLO fleet	TOTAL
Changes in tonnes of CO2	-137	-42	-22	25	-176
Changes in %	-6.4%	-2.5%	-16.9%	4.7%	-4.0%

The table shows that the majority of reductions during the last year was achieved by reducing the Council's electricity usage (-137 tonnes), followed by reductions in gas usage (-42 tonnes) and the grey fleet (-22 tonnes). Unfortunately, emissions from the DLO Fleet went up by 25 tonnes CO2 or 4.7%. The most successful sites in reducing their carbon emissions during the last year were the Crematorium (-30 tonnes), St James Pool (-29 tonnes) and The Deane House (-23 tonnes).

2010/2011 also saw the creation and implementation of the Council's first Carbon Management Plan (CMP). The Carbon Reduction Action Plan that accompanied the CMP consisted of 69 actions of which by April 2011:-

- 45 were implemented;
- 17 were postponed to 2011/12; and
- 7 were abandoned for technical or financial reasons.

Further information on last year's energy consumption and Carbon Management Plan actions can be found in the Information Report circulated to Members in July 2011.

3. TDBC's Carbon Management Plan for 2011/2012

The proposed CMP action plan for 2011/2012 contains 46 carbon reduction

actions. If fully implemented, the actions for which savings could be quantified already would result in a reduction of 5.2% or 225 tonnes CO₂ against 2010/2011. Below is a brief description of the key actions. Information on the remaining actions can be found in Appendix 1.

3.1 Priorities

- The harsh winter of 2010/2011 has shown that the insulation of buildings like The Deane House and the DLO Depot is fairly poor. Improving the levels of insulation is a priority for 2011/2012;
- Electricity prices have risen by 34% over the last three years. The Council is a large importer of electricity. Reducing the import of electricity through implementing energy efficiency measures and starting to generate our own electricity are priorities for 2011/2012; and
- Petrol and diesel prices are set to rise further in the future. Therefore, reducing fuel consumed for travel at the DLO and by Taunton Deane/SWOne staff is the third priority for 2011/2012.

3.2 Key Actions planned

The Deane House

Filling the cavity walls of the building – A recent survey found that the cavity walls at The Deane House are only partly filled. Getting them filled with insulation material would reduce gas consumption and increase staff comfort by reducing heat loss. Un-insulated walls can account for as much as 35% of all heat lost in domestic buildings. It will be slightly different in an office building due to more window and less wall space, but still there should be a considerable potential for making a carbon saving from this action. However, so far Taunton Deane has not been able to find a company willing to take on the work as there are technical difficulties and warranty issues around filling partly-filled cavity walls. We will continue to seek a resolution.

Continue installing more energy efficient lights – The new lights that were installed in ground floor corridors and Main Reception last year use 30% - 60% less electricity and are brighter than the old lights. The next areas for replacement are the first floor corridors and the Environmental Health office.

Replacing the boilers: – The current boiler at The Deane House are only 60% efficient. Replacing it with new boilers would save about 28 tonnes CO₂ and £4,000 per year. Whether the boilers will be replaced or not, will largely depend on the future of the The Deane House site that is currently under review. This is the subject of a separate report to The Executive.

Crematorium

Installation of a heat recovery system – By December 2011 new cremators with a heat recovery facility will have been installed at the Crematorium. The recovered heat is sufficient to heat the building's offices and the chapel and is likely to reduce carbon emissions by 23 tonnes and running costs by £2,400 per year.

Communal areas

Replacement of corridor lighting at Kilkenny Court – The old lighting was too dim and therefore not providing sufficient light levels in the sheltered accommodation unit. Also, the old lights were on for 24hours/7days. The new lights are brighter and on sensors, so only come on when needed. The savings from this action are estimated to be around 10 tonnes CO2 or £2,400 per year. This action has already been implemented in April 2011.

Fleet

A vehicle tracking system will be installed to the DLO fleet. The system is expected to reduce the miles driven by the DLO vehicles significantly by allowing for better journey coordination and increased ability to communicate with the teams whilst off-site.

A review of Taunton Deane's / SWOne Grey Fleet (private cars used for business travel) is well underway. The recommendations from the review could include the introduction of pool cars in order to save money and carbon.

Another action for reducing carbon emissions from the Council's Grey Fleet is the initial purchase of two electric bicycles for staff business travel. The bikes will be available at The Deane House and the DLO Depot. The aim is to encourage staff to use these electric bikes instead of cars where suitable, which is hoped will reduce both short journey times and congestion. The advantage over a standard push bike is the range extension and the greater ease of use. The Council will also scope opportunities for installing charging points for electric vehicles at The Deane House.

IT

Getting regular updates on changes to and opportunities for reducing energy consumption of the IT server room at The Deane House – The server room at The Deane House accounts for more than 30% of the buildings total electricity consumption. The aim is to build carbon reduction into the forthcoming IT refresh programme for the server room and get the project board to send regular updates to the Carbon Management Steering Group (CMSG). The CMSG will also scope the opportunity for setting SWOne/IBM a reduction target for the carbon emissions from the The Deane House server room for 2011/2012.

Renewable energy generation

The Carbon Management Steering Group is looking at opportunities for capitalising on the Government incentives paid for generating renewable energy. This could be by installing solar PV to Council owned buildings such as Station Road Swimming Pool or Wellington Sports Centre and to council houses, or by using air source heat pumps to provide heating to off-gas properties. Generating energy from renewable sources would not only reduce carbon emissions and reduce dependency on importing fossil fuel, but also create a new income stream for the Council from the generation tariffs paid by the Government over 25 years.

The example below illustrates one of the options currently considered:-

The Council has been quoted that investing £100,000 in solar PV would provide an annual income of £10,000 and save 17 tonnes of CO₂ per year. Over 25 years this would mean an income of £250,000 and a carbon reduction of 425 tonnes. The energy output from an array of this size would be around 32,000 kWh of electricity per year that could be used for free. This equates to the electricity used by about nine average homes in a year, or nearly 5% of The Deane House's annual electricity demand.

The tariffs paid by Government for generating renewable energy will be reduced from April 2012. Therefore, only a small window of opportunity remains for Taunton Deane to make the most of this incentive.

Tone Leisure

Projects at Tone Leisure include replacing the lights at Blackbrook Tennis Centre and Sports Hall, and in the pool halls of Wellington Sports Centre and Station Road Pool. There are also plans in place for installing variable speed drives and a heat harvester at Station Road Pool if the modernisation project for this pool is agreed. The Tone Leisure actions above would save an estimated 112 tonnes CO₂ or £40,000 per year at an upfront cost of about £74,000 - a payback of less than 2 years.

3.3 Emission reduction target for 2011/2012

For 2011/2012 the Council commits itself to reduce its carbon emissions by at least 3% from 2010/2011. This is in line with the reduction target of 'at least 3% year-on-year' that was jointly agreed between Taunton Deane, Somerset County Council and the four other Somerset districts in 2010.

3.4 Governance/Ownership/Management

The production and implementation of the CMP is coordinated and overseen by the Carbon Management Steering Group. The group is a joint Members and Officers group. It is chaired by a Strategic Director and consists of officers with responsibility for specific sites or relevant working areas, the Portfolio Holder and Shadow Portfolio Holder for Environmental Services and other Members. The group meets quarterly.

3.5 Communications

Throughout the year, progress on implementation of the carbon reduction actions will be discussed at the quarterly Carbon Management Steering Group meetings. Updates on key actions will also go into the Footprint Newsletter, the Council's e-magazine for environmental issues sent to all Members and staff quarterly. The

Climate Change Officer will produce a half-year progress report for Members and CMT. Progress on carbon reduction actions will also be reported in Core Brief when appropriate.

3.6 Corporate Scrutiny Committee

The Corporate Scrutiny Committee considered and supported the CMP and action plan at its meeting on 21 July 2011. A number of issues were raised by the Corporate Scrutiny Committee which will be considered during the duration of the plan, including:-

- Options for Taunton Deane to become involved in micro trading;
- Extending the energy auditors scheme; and
- Reducing energy usage at the Stoke Road Nursery.

The Committee also commented positively in support of the installation of solar PV where possible on Council owned buildings.

4. Finance Comments

The actions from the CMP Action Plan for which likely savings could be quantified would create financial savings of about £65,000 per year, if fully implemented.

5. Legal Comments

Not applicable.

6. Links to Corporate Aims

Tackling climate change by reducing CO₂ emissions from the Council's operations is one of the Council's Corporate Aims. The Carbon Management Plan is the main tool for achieving this aim.

7. Environmental and Community Safety Implications

Through the implementation of the 2010/2011 Carbon Management Plan 176 tonnes of CO₂ could be saved. This amount is equivalent to the carbon emitted by about 83 households during one year.

8. Equalities Impact

A full equalities impact assessment for the carbon reduction actions contained in the CMP will be taken out once the Plan has been approved.

9. Risk Management

A full risk assessment will be taken out for actions with a capital investment above £50,000.

10. Partnership Implications

The CMP is drawn up and implemented in partnership with Tone Leisure and the DLO.

11. Recommendation

The Executive is recommended to approve the Carbon Management Plan for 2011/2012.

Contact: Torsten Daniel, Direct Dial: 01823 356592 (ext 2458), e-mail: t.daniel@tauntondeane.gov.uk

Appendix: 2011/12 CMP Action Plan

Proposed carbon reduction actions for 2011/2012							
Action number:	What?	Brief explanation of action (if necessary)	Where?	Person responsible	Estimated carbon savings (tonnes of CO2) per annum	Estimated cost savings per annum	Notes
1	Sustainable procurement	Identify opportunities to factor carbon emissions in the procurement decision process, whilst accepting that cost & quality are main drivers	Corporate	Paul Harding			Focus on paper, toner cartridges, printers, copiers, furniture, vehicles, utilities
2	Scope opportunities for using pool cars for TDBC business travel	Action is part of the current Grey Fleet review	Corporate	Martin Griffin / Torsten Daniel			CO2 savings depend on what car would be used otherwise
3	Promote use of Club Car for business travel		Corporate	Torsten Daniel			CO2 savings depend on what car would be used otherwise
4	Purchase of two electric staff bike		Corporate	Torsten Daniel			To be funded from Travel Plan budget

5	Generate TDBC electricity	Initially: Scope feasibility of putting Solar PV on roof of Station Road swimming pool and Wellington Sports Centre	Corporate	Torsten Daniel	19	£13,000	The size of installation / investment has yet to be determined. An installing for £100k was quoted to create 32,200kWh electricity per year. If this energy is used by TDBC the savings will be £3,000 pa. The income from FITs on top of this are £10,000 pa guaranteed over 25 years. Thus creating a total income / savings of more than £300k (£13,000 x 25).
6	Provision of actual (rather than estimated) gas and electricity meter readings		Corporate	All site managers / Gill Littlewood	n/a		
7	Re-think use of office space		Corporate (Asset Management)	John Sumner / Alison North	n/a		
8	Ensure best use of rooms is made in case staff numbers decline		Corporate (Asset Management)	John Sumner SW1 / Alison North			
9	Install automatic shutdown system		Corporate (IT)	Nonn Bound & an IT manager to be named			NB to produce Issues & Options paper for CMSG by Oct-11
10	Provide regular updates about the 'PC refresh' programme		Corporate (IT)	Nonn Bound to initiate	n/a		NB to request quarterly statistics to be sent to Torsten Daniel
11	Replace twin 8W fittings in corridors with 28W HF ASD Harmony fittings with integrated movement sensor	Action is expected to reduce the operating time of the corridor lighting from 24h/day to 4h/day	Communal (Kilkenny Court)	Phil Webb / Richard Eastman	9.9	£2,400	Apr-11: Action completed

12	Meter conversion project	Install pre-payment meters at temporary accommodation units. Fuel savings from action estimated to be at least 10%	Communal (Temporary accommodation units)	Jim Vernon / Phil Webb			Jun-11: Implementation of action in progress
13	Trial of air source heat pumps (ASHPs)	4 ASHPs currently trialed in off-gas social housing units, could be extended to further properties and meeting halls etc	Communal / Housing	Tim Haynes / Phil Webb			Potential for installing another 40 units in same location if funding available
14	Investigate potential for reducing hours of church light flooding	Currently churches lit from dusk until midnight. Total costs to TDBC pa: £9,500 (incl. maintenance)	Communal lighting (churches)	Dave Evans	20		Report with options produced. Corporate Scrutiny Committee made recommendation for installations to be taken on by third parties or to be removed to Executive Member on 24 Feb-11. Report will go back to Executive in Jun/Jul-11
15	Install new cremators	Installation to take place Jul - Dec-11	Crematorium	Paul Rayson			
16	Install heat recovery system from new cremators	Potential to heat all of the Crem from the excess heat off new cremators	Crematorium	Paul Rayson	23	£2,400	
17	Provide monthly cremation figures		Crematorium	Paul Rayson	n/a	n/a	Apr-11: Action agreed. Justine Sturman to provide quarterly figures
18	Employ energy efficiency consultant	Consultant would identify additional energy saving opportunities for The Deane House	The Deane House	Kevin Toller / Mark Halligan SW1		Minimum of £1,000	Would be done on the basis of savings made of at least £1,000 or our money returned.
19	Insulation of Plant Room	Finishing-off remainder pipes and ducting	The Deane House	Rob Erskine			Implemented Apr-11

20	Investigation of options for separating hot water provision from the boilers		The Deane House	Rob Erskine / Torsten Daniel			This includes looking at Air Source Heat Pumps
21	Install temporary meter to measure electricity usage of plant room	Action is part of investigating the potential for reducing opening hours of Deane House	The Deane House	Rob Erskine / Torsten Daniel	n/a	n/a	
22	Get cavity wall insulation		The Deane House	Rob Erskine			May-11: difficulties with finding a company willing to take out the work, because of partly filled cavity walls. Further investigation needed
23	Replacement of lighting	First floor corridors to be finished first, then Environmental Health Office	The Deane House	Rob Erskine	0.5	£100	
24	Sealing of windows to reduce heat loss		The Deane House	Rob Erskine			RE will make another £5,000 available for this, if his budget allows
25	Replacement of boilers		The Deane House	Kevin Toller	28	£4,000	Pending on results of TDBC Asset Review in July 2011.
26	Installation of two to three electric vehicle charging points		The Deane House	Torsten Daniel / Rob Erskine			To be funded from Travel Plan budget
27	Air conditioning in Committee Rooms	Repair cases, put lock on them and reset heat point to 21 and cooling point to 24 degrees Celsius	The Deane House	Angela Hill			Jun-11: Upgrading of air con units has been requested by specialist company

28	Provide regular updates on changes & scope opportunities for reducing consumption of The Deane House Server	Server Room uses about 1/3 of all electricity at The Deane House. The Carbon Management Steering Group will try to set SWOne/ IBM a CO2 reduction target for the Server Room for 2011/12	The Deane House (IT)	Nonn Bound to initiate / Richard Sealy			Apr-11: NB to request this to be included in the programme specifications of the IT Refresh Programme. Regular updates from the programme board to be sent to Torsten Daniel
29	Improve control of heaters	This includes installing time controls on space heaters	DLO Depot	Ray Bown (Phil Webb to report)	5.4	£900	Jun-11: Installation part of Rob Erskine's mid-summer service schedule
30	Scope opportunities for purchasing more fuel efficient vans	Condition: fuel savings must outweigh higher up-front costs	DLO Fleet	Chris Hall / Torsten Daniel			Jun-11: Continuing current practice of purchasing Ford Transit vans seems to be the best option
31	Monitor fuel consumption as well as mileage	Once installed vehicle tracking system will measure mpg. In the interim, fuel purchases for DLO vehicles get recorded.	DLO Fleet	Chris Hall			Jun-11: Martin Nelson to produce spreadsheet with fuel delivery data for 2011/12 for Torsten Daniel
32	Purchase vans with speed limiters		DLO Fleet	Chris Hall			Apr-11: So far two new vans that had speed limiters fitted to them have been purchased

33	Investigate reasons for increase in electricity consumption of Nursery and seek ways to reduce it	Although annual electricity consumption still is only 23,000kWh or around £2,000 it has increased steadily from 16,000kWh over the last three years. Action includes to investigate opportunities for 1) reducing consumption; 2) installation of a voltage optimiser unit	DLO Parks & Nursery	Brian Gibbs			One obvious reason for the increase is that Nursery now operates at full capacity
34	Investigate saving potential for the use of lighting		DLO Parks (Hamilton and Galmington Sports Pavilions)	Brian Gibbs / Richard Eastman			Richard Eastman investigates options for improving control of lighting. Jun-11: RE now back to looking at individual sensors (expensive)
35	Trial of reducing water flow in showers and monitor impact on user behaviour		DLO Parks (Hamilton and Galmington Sports Pavilions)	Brian Gibbs / Richard Eastman			Jan-11 (Brian Gibbs / Richard Eastman to investigate)
36	Conversion of 84 PIR-flood lights to low energy		Housing (flats) at various locations	Phil Webb	7.4	£1,300	
37	Replacement of 16W 2D with HF fittings as they fail		Housing (flats)	Phil Webb			
38	Installation of variable speed drives at Taunton Pool		Tone Leisure	James Curry			Part of pending Taunton Pool modernisation project. Decision on programme expected in 2011/12

39	New lights for Pool Hall at Taunton Pool		Tone Leisure	James Curry	13.4	£4,500	Part of pending Taunton Pool modernisation project. Decision on programme expected in 2011/12
40	Install new heat harvester at Taunton Pool		Tone Leisure	Mark Washington		£400	Part of pending Taunton Pool modernisation project. Decision on programme expected in 2011/12
41	New lighting for Pool Hall at Wellington Sports Centre		Tone Leisure	Mark Washington	14	£5,900	due Apr-11, but delayed
42	New lighting for the indoor Tennis Centre at Blackbrook Pavilion	Thought to be funded in 2010/11 using Carbon Trust, but funding no longer available	Tone Leisure	Mark Washington	71.5	£24,300	Apr-11: will be done if funding becomes available
43	Replacement of lights in the Sports Hall at Blackbrook Pavilion	Thought to be funded in 2010/11 using Carbon Trust, but funding no longer available	Tone Leisure	Mark Washington	12.7	£4,840	Apr-11: will be done if funding becomes available
44	Scope opportunities for Solar PV on leisure centres		Tone Leisure	James Curry / Torsten Daniel			These could be either funded by TDBC / TL or through private "rent-a-roof" schemes
45	Insulate ducting in plant room of Wellington Sports Centre		Tone Leisure	Rob Erskine			Funded from SW1 / Rob Erskine's Maintenance Budget
46	Reduce water usage	Starting with Deane House: baselining water consumption; find actions to reduce it	Corporate	Rob Erskine / Torsten Daniel / John Sumner			
TOTAL:					224.8	£65,040	

Taunton Deane Borough Council

Executive – 11 August 2011

Future use of The Deane House

Joint Report of the Strategic Director, Parking and Civil Contingencies Manager and Asset Planning Manager, Southwest One

(This matter is the responsibility of Executive Councillor Cavill)

1. Executive Summary

As part of the budget review, Southwest One (SW1) have looked at options for the future use of The Deane House. Options include the sale of The Deane House site and the build of a new property, or moving in to share with another organisation. A further option is to maximise the layout of The Deane House to free up space to share with other organisation(s). We have been approached by Avon and Somerset Police who have identified The Deane House as their preferred location for a presence in Taunton from 2014 onwards. They need an “in principle” response to this request by late summer. This report gives more detail about the choices for The Deane House and about the request from the Police. Members are asked to consider whether they are able to give an in principle decision one way or the other. If the decision is to accede to this request, a further report will be brought back to both Scrutiny and the Executive when more detailed work has been done and before any final decision is made.

2. Background

In addressing the Council's budget position future options for the use of The Deane House are being considered with a view to cutting the overheads for the operation of the Council. This report identifies a number of options. In addition we have been approached by Avon and Somerset Police (ASP) with a request to share accommodation. ASP need an in principle decision by the end of the summer otherwise they will have to look for other accommodation. This timing means that the Council will need a decision on the options set out in this report earlier than expected.

The Borough Council own the freehold interest of the land and property shown within the thick black edging on the plan in Appendix 1. The site area is 6.12 acres.

The Deane House comprises 5563 square metres (sm) (Gross Internal Area GIA) of office space and accommodates approximately 349 staff including SW1, Tone Leisure, South West Audit Partnership (SWAP), permanent and fixed term. The net lettable space is only 4355 sm. There is an opportunity to reduce the difference of 28% between Net lettable space and GIA.

In view of the financial pressures imposed on local government, there is greater need to robustly challenge the use of its assets. The Deane House has significant value in the Council's portfolio. The report seeks to investigate how the Council could more efficiently operate a headquarters building.

During the last 10 years in the commercial sector, the demand for workspace has changed. Traditionally, provision was made on a one to one ratio with everyone at work having a fixed desk. As the economy has toughened, office space has been seen increasingly as an overhead which organisations are seeking to reduce (RICS Commercial Property Journal May/June 2011).

Alongside Taunton Deane's own need to consider its use of The Deane House, ASP need to vacate the current Police Station premises in Taunton by 2014 at the latest. They have looked at a number of options within Taunton but the only one that really meets their specification is The Deane House. They want a town centre presence with reasonably good access to the key routes in and out of Taunton and parking for their response vehicles. ASP also has a strategy of jointly locating services where possible. ASP requires an "in principle" decision by the Council during late summer, so that they can plan accordingly.

This request has therefore exacerbated the need for a decision about what future members want for The Deane House – at least in the short / medium term.

3. Options for The Deane House

There are several options for The Deane House and the adjoining Council owned land:-

1. Rationalise The Deane House office space to release circa 500sm (GIA) and let to Avon and Somerset Police.
2. Rationalise The Deane House office space to release circa 2550sm (GIA) and let to ASP and other appropriate 'partners'.
3. Relocate Taunton Deane HQ to County Hall and dispose of/let The Deane House.
4. Occupy a purpose-built site, if possible with other appropriate 'partners'.

It is proposed all options will adopt a more Smart office reflecting:-

- Optimising workspace layout;

- Providing collaborative workspaces;
- Enhancing meeting room management;
- Harnessing technology; and
- Careful management of the cultural change required by staff.

4. Current Premises Use in Somerset and Options

Councils throughout Somerset are embracing office rationalisation. Somerset County Council (SCC) are rationalising their operational property portfolio from 32 properties to just 5. This is being achieved through adopting Smart office concepts such as hot desking and sharing accommodation with other public sector partners. The concept of hot desking is explained in **Appendix 2**.

At Sedgemoor District Council's site in Bridgwater, offices will soon be occupied by nearly 300 SCC staff undertaking mainly Social Service and Educational roles. The proposed GIA per occupant is less than one half of that currently existing at The Deane House. The Bridgwater project reflects a work profile that includes less than one half of the staff being based at their desk for more than 75% of the working period. The Deane House may have a higher desk based profile, however the figures suggest there is significant scope to rationalise office space at The Deane House.

This summer at County Hall, SCC will begin a pilot rationalisation of their office space. By adopting a Smart office strategy their operational accommodation requirement is scheduled to reduce quite significantly. The ratios of Staff to workstation and work profiles adopted by SCC are outlined in **Appendix 3**. The Smart office incorporates a number of Team Spaces, Break-out areas, Quiet Rooms and Formal Meeting Rooms.

By adopting the same ratios as SCC but allowing a 35% extra contingency to reflect the business needs of Taunton Deane (for example, a requirement for a larger reception waiting area, more desk based work profile and a Committee Suite), the Council could operate its HQ function from a GIA of 3000m². The assumptions and calculations, reflecting an indicative workforce of 300, are outlined in **Appendix 4**.

It therefore follows it would not appear unreasonable to assume that by undergoing this Smart Office project, that would include a sophisticated document management system (DMS), an area of circa 2550sm (GIA) could be made available to let on the open market. If compromises were made on some Smart Office practices such as DMS, or creating an open plan environment then the available space to let will be reduced. This space saving exercise would involve all partners currently occupying space at The Deane House.

There are many options that could be considered. Four options have been identified all of which involve, to varying degrees, working together with other public organisations. The result is that HQ buildings are more intensively used,

at less cost and provide a catalyst for sharing other resources and costs, such as IT and staff, leading to other economies. The proximity of public services in the same place also creates an environment for synergies to evolve that add value to the service and enhance the experience of service users.

Four options, the pros, cons, estimated costs and risks of which are shown in **Appendix 5**, are as follows:-

Option 1

ASP have a requirement, no later than 2014, for a gross internal area (GIA) of approximately 500 sm and 33 car park spaces. They wish to relocate their non custody service from Taunton Police Station. They have approached SW1 and Taunton Deane with a view to occupying space within The Deane House.

The Council could therefore undergo a less severe rationalisation of The Deane House, than that described above, so as to free up 500 sm GIA and secure a rental from the Police.

Option 2

Taunton Deane undertakes a thorough rationalisation process releasing as much space as possible, up to 2550sm (GIA), to let not only to the Police but also to other partners. Letting large areas of floor space in the current poor office market to predominantly office based public sector partners is likely to prove difficult. The Council may therefore wish to explore other uses such as serviced office space or educational.

Option 3

Taunton Deane vacates The Deane House and relocates to surplus accommodation, that is likely to be vacated by SCC at County Hall. A move would likely be simultaneous to:-

1. A sale of The Deane House and its campus, including or excluding Station Road Pool site or a letting of The Deane House;
2. Investment of the capital receipt of a sale in a financial vehicle; and
3. Accommodation at County Hall being ready to move into.

Option 4

Taunton Deane undertakes to build a new preferably shared and zero-carbon headquarters.

Points 1 and 2 of Option 3 are applicable.

A sale or letting of The Deane House would most likely be required in order to

fund the rent.

5. The Police Requirements – Option 1

ASP are very keen to share The Deane House with the Council and with this in mind ASP, with our permission, commissioned a piece of work to look at the feasibility of this on behalf of both partners. The result of this report is that this solution could work. Clearly a more detailed study needs to be commissioned to take this forward, but before doing so it is important that Members consider this issue and decide whether it is an option they wish to pursue. ASP would pay a commercial rent for the accommodation and car park spaces they occupied plus a service charge for utilities and business rates for areas used in common.

Overall requirements: We have received a detailed specification of the ASP requirements for an overall area of 500 sm (not including reception). They wish to base 131 staff at The Deane House (these work in a shift pattern) and therefore require only 47 workstations / desk spaces. They are working to “Smart Office” principles of open plan and hot desking. They will need storage facilities, lockers and shower facilities, access to interview rooms and access to the building 24/7. They would like to share our current reception area. They also require space to park 33 response vehicles.

Reception:

- Any new premises that ASP use must meet their guidelines on welcome and accessibility. They would not want screens at their reception but would want a front desk that complies with their Health and Safety requirements – this need only be for their area of the desk;
- ASP opening times are 0800 – 2200 plus Saturday mornings;
- Issues dealt with at reception include:-
 - Reporting crime / incidents;
 - Reporting traffic accidents;
 - Production of driving documents;
 - Message taking;
 - Reporting of information / intelligence;
 - Reporting lost property;
 - Handing in / collecting found property;
 - Signing on bail (consideration is being given to taking this out of reception areas);
 - Pedlar licences;
 - Shotgun applications;
 - Surrender of offensive weapons, for example knife amnesties;
 - Registration of sex offenders;
 - Surrender of firearms; and
 - Recovery of seized vehicles.

Feasibility Study: The initial study shows that it is possible to fit ASP's requirements into the ground floor and first floor areas shown on the attached plan at **Appendix 6**

6. Corporate Scrutiny Committee Recommendations

The Corporate Scrutiny Committee considered the options at their meeting on 21 July 2011 and decided that Option 1 (sharing with the ASP) and funding for the feasibility study for Option 1 should be recommended to the Executive. The Corporate Scrutiny Committee was also concerned that we may wish to implement Option 2 in the future so that any work done for Option 1 should be done in such a way that Option 2 could be achieved later on as opportunity arises.

7. Finance Comments

See confidential Appendix 7.

8. Legal Comments

No significant comments to add other than legal input will be required on the creation of tenancies and possible disposals.

9. Links to Corporate Aims

In making better use of its resources, these options contribute to all aspects of the Corporate Strategy.

10. Environmental Implications

The Energy Certificate for The Deane House, issued in April 2010, gives a rating of E (A-G), which is below typical. For 2010/2011 the gas and electricity bills totalled £71,000 (excluding VAT).

To achieve the Government's challenging target of reducing greenhouse gas emissions by 80% by 2050, improving the energy efficiency of buildings – both new and existing – will clearly be vital. Improving the energy efficiency of the existing HQ could be a more cost effective route for achieving CO₂ savings than constructing new buildings to the higher levels of energy performance required to meet low and zero-carbon targets.

11. Community Safety Implications

Having the Police within The Deane House and a shared reception would be beneficial in terms of the Council's security. Other than this there are no other identified community safety implications.

12. Equalities Impact

All buildings will be DDA compliant. No further equality issues identified for this overview report. Clearly a full equalities impact assessment will need to be carried out on whichever option is selected to be taken forward.

13. Risk Management

Risks are identified against each option in Appendix 5 of the report. A full risk management system will be developed for whichever option is selected.

14. Partnership Implications

All the options provide significant improvements towards the Government's Total Place workplace, the aims of which are to join up public services to make them work more effectively and to save costs in a tough spending environment.

If Station Road Pool was sold as part of Option 3 or 4 the break clause of the lease with Tone Leisure would need to be implemented.

SW1 occupy significant space within The Deane House and they will need to actively support the space saving initiatives for the proposals to be achieved. Indications show that SW1 will be flexible and co-operative.

15. Recommendations

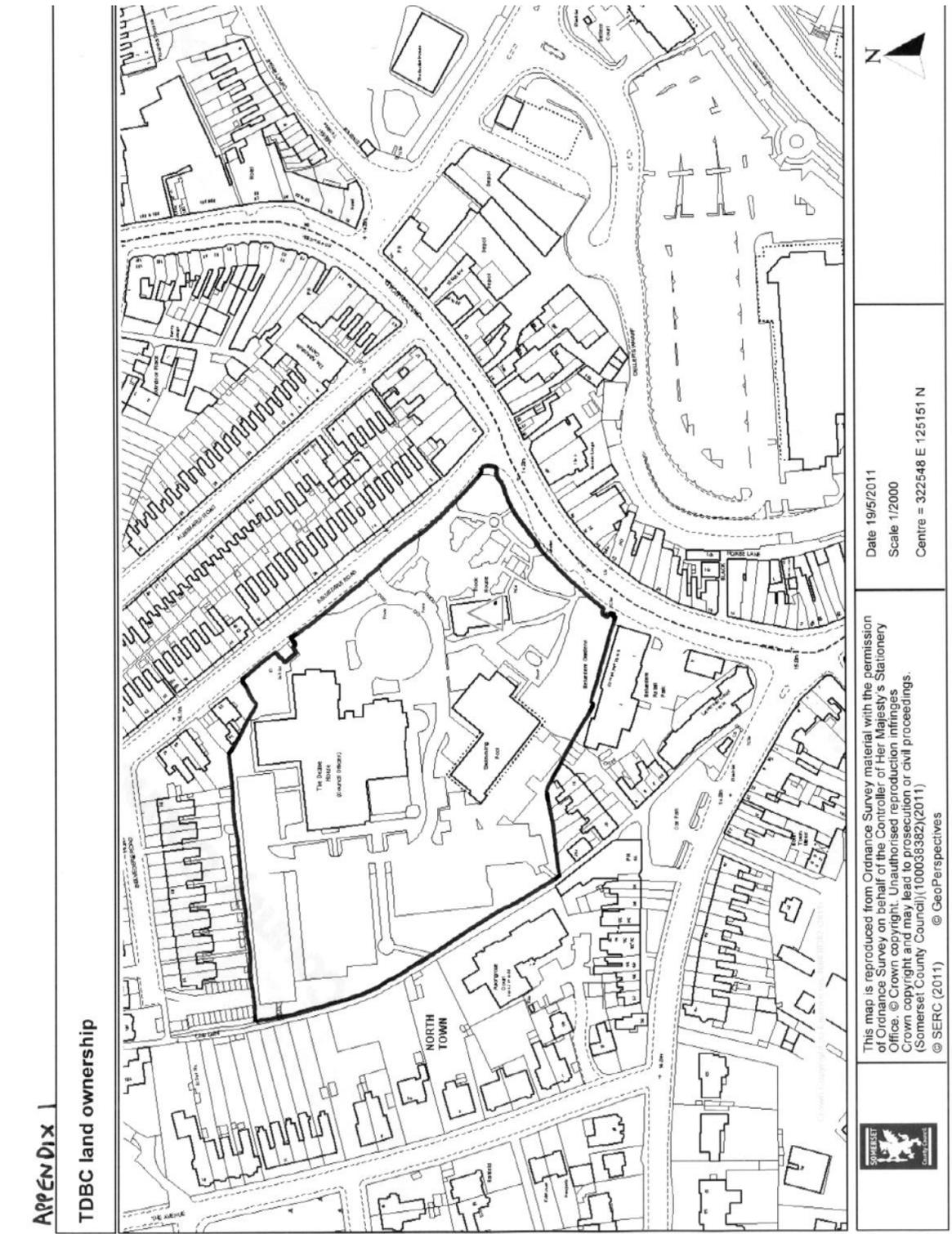
1. That Option 1 is approved to go forward to the next stage of a full feasibility study. That this is undertaken in a way that will not prevent Option 2 coming forward in the future as opportunities arise.
2. That funding for a feasibility study, outlined in Appendix 7, which will cost in the region of £1570 (Option 1) + IT consultation costs is approved. This will be found from the property maintenance budget for The Deane House.

Contact: John Sumner
07557 003939
jsumner@somerset.gov.uk

Joy Wishlade
01823 356403
j.wishlade@tauntondeane.gov.uk

John Lewis
01823 356501
j.lewis@tauntondeane.gov.uk

Appendix 1 – Plan of land holdings at The Deane House



Appendix 2: Hot Desking explained

Hot desking originated as a trend in the late 1980s to early 1990s. It involves one desk shared between several people who use the desk at different times. A primary motivation for hot desking is cost reduction through space savings.

This work surface could be an actual desk or just a terminal link. In any event the concept of the hot desk is that the employer furnishes a permanent work surface which is available to any worker as and when needed. There is no personal domain pertaining to a particular worker and physical facilities are employed as and when needed.

Hot desking is regularly used in places where not all the employees are in the office at the same time, or not in the office for very long at all, which means actual personal offices would be often vacant, consuming valuable space and resources.

With the growth of mobility services, hot desking can also include the routing of voice and other messaging services to any location where the user is able to log in to their secure corporate network. Therefore their telephone number, their email and instant messaging can be routed to their location on the network and no longer to just their physical desk.

With the emergence of hot desking and the growing amount of technology in the workplace there has been the development of tools to aid efficiency.

In some cases, employees are designated to a certain area but because of the hot desking situation, all available seats should ideally look the same. Therefore, in order to enable workers to make sure they are sitting in the right group area, sometimes coloured walls, mousepads, or acetone nameplates are used. Then workers are designated to sit anywhere in the red zone, for example, or the blue zone.

(Wikipedia definition)

Appendix 3 – Work Profile and Staff : Workstation Ratios

Office Space Allocation

Space in the hubs will be open plan and allocated on the basis of business need. The amount of space provided to a particular service or department will depend on the worker profiles of the staff based in that service or department.

Space allocation will be based on a maximum 6m² average standard per individual workspace, but will always comply with minimum standards laid down in the Workplace (Health, Safety & Welfare) Regulations 1992 of 11 m³.

In the first instance workstations will be allocated in accordance with the following ratios:

Worker Profile	Average Workstation Ratio (Staff : Workstation)
Fixed Office Working	1:1
Agile Working	2:1
Mobile Working	3:1
Field Working	10:1
Fixed Home Working	1:0

The table above gives anticipated average ratios. However, desk provision will be based on actual occupancy levels for each geographical area and physical constraints of individual properties.

These ratios may reduce down further to comply with the business needs of the Council if required.

The workplace needs to support employees with diverse needs on an individual basis. It is recognised that there will be instances where specialised equipment is required. When specialist equipment is provided for the sole use of an individual, that equipment must be available to the individual at all times.

Although staff assigned the profile of Fixed Office Working will receive a 1:1 ratio in terms of desk allocation, these desks are not exclusive to them and clear desk policy still applies. The management of the use of these desks and all other space with the Smart Office environment would be detailed in the Office Protocol.

Enclosed offices will not be provided except for staff with specific functional needs.

The flexible space will be designed to ensure better space utilisation is achieved, but also able to cope with future changes in staffing levels, both increases and decreases. The introduction of non-ownership of workstations, should also result in the majority of future staff/team moves being briefcase exercises, rather than major workstation moves which require a great deal of Facilities Management and ICT involvement.

Appendix 3 continued

Fixed Office Working

An employee whose job requires them to be based in the same council office for the full contractual hours of their post and are sat at their desk for most of their working day. In a normal week they do not attend many meetings and are rarely able to work remotely.

Agile Working

An employee who rarely leaves their main base, but does not sit at their desk for a large portion of the day. These employees attend regular/frequent meetings and/or are required to be away from their desk for large portions of the day. These employees may be able to work from other bases or remotely on occasion.

Mobile Working

An employee whose job often requires them to be away from their nominated office base. When not at their nominated base they could be working from other council sites, from home (not home worker), visiting service users or visiting the offices of other organisations. It is anticipated that this work style would be assigned to such roles as, Social Workers, Tutors, etc.

Field Working

An employee whose job requires them to work out in the field for the majority of their contracted hours.

Fixed Home Working

An employee who works at home for the full contractual hours of their post, where their work type allows and where they have the support and agreement of their manager. The Smart Office project does not seek to create any new Fixed Home Workers. This work style is assigned only with the agreement of employees line managers as detailed in the Home Working Policy.

Appendix 4 - Sizing Assumptions – The Deane House

SMART OFFICE ASSUMPTIONS largely based on SCC Model

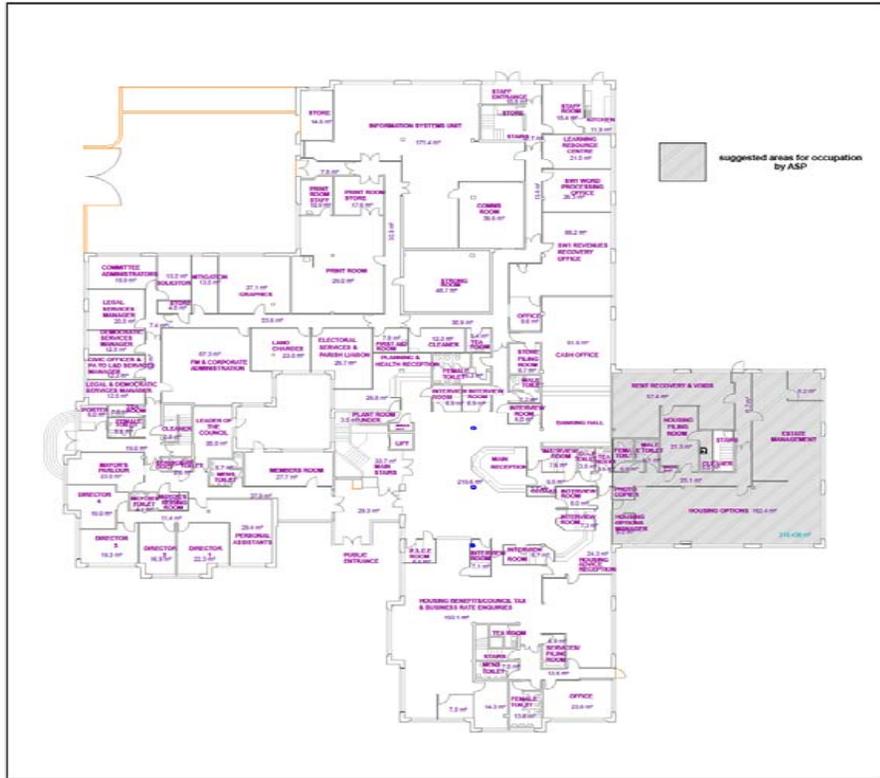
Type of Space	Occupancy	Total Space		
		No.	Size m ²	M ²
Staff & Desk Numbers				
Total Staff Numbers		300		
Fixed Office Workers		168		
Agile Workers		53		
Mobile Workers		53		
Field Workers		26		
Space Required - m²				
Team Floor Areas				
Allocated Desks - Fixed Office	100%	168	6.00	1008
Allocated Desks - Agile Workers	50%	27	5.00	133
Allocated Desks - Mobile Workers	33%	17	5.00	87
Allocated Desks - Field Workers	10%	3	5.00	13
Total Allocated Desks	72%	215		
Drop-in space		1	20.00	20
Meeting - Informal Breakout Space		2	20.00	40
Quiet Rooms		6	9.00	54
Print/Copy Area		6	5.00	30
Kitchen		2	30.00	60
Stationery Storage		75	2.00	150
Storage		0.25	300.00	75
Total Team Space				1670
Shared Space				
Server Room		1	2.00	2
Meeting - Formal		5	19.00	95
Interview Rooms (Ext, Std)		3	7.80	23
Interview Rooms (Ext, Family)		3	12.60	38
Reception Waiting Area		1	45.00	45
Reception Office		1	45.00	45
Total Shared Space				248
Uplift for GIA		13%		
Sub Grand Total - M²				2168
Contingency, including Committee Suite		35%		
Grand Total (GIA) - M²				2926

Appendix 5 – Analysis of Options

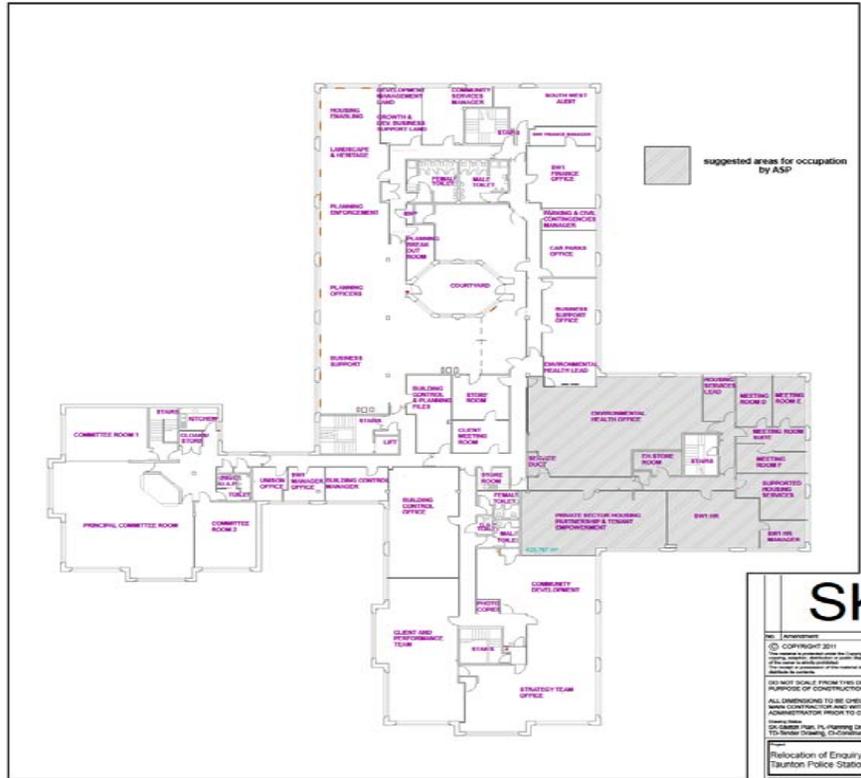
Option	Proposal	PROS	CONS	FINANCE (see Appendix 7 for detail)	RISKS
1	Part rationalization of The Deane House and let to Police	<ul style="list-style-type: none"> Retain entities Rental income / utilities / running costs Benefit public – access (limited) Easier to achieve Not costly to rationalise if Smart Office principles are not adopted Introduces new ways of working 	<ul style="list-style-type: none"> Not radical and not maximising income potential Negligible carbon savings Could be short term solution / fix Costly to rationalise if Smart Office principles adopted Possible security/insurance issues 	<ul style="list-style-type: none"> COSTS £50,000 - £300,000 depending on the extent of Smart Office adopted. NB: £300,000 reflects a strategy to adopt Option 2 at some time in future, thus preventing double moving. INCOME/SAVINGS £90,000 pa 	<ul style="list-style-type: none"> Partnership might not work Staff resistance to Smart Office,
2	Comprehensive rationalization of The Deane House and let to Police and others	<ul style="list-style-type: none"> Retain entities Rental income / utilities / running costs Benefit public – access (limited) Easier to achieve than a move to a different site Introduces new efficient ways of working Maximises economies of scale 	<ul style="list-style-type: none"> Inability to rent vacant space, especially if competing with SCC to let vacant space Negligible carbon savings unless resources spent Could be short term solution / fix Costly to significantly rationalize office space to create a Smart Office, especially DMS. Possible security/insurance issues 	<p>COSTS £1.5m (Full Smart Office assuming only partial M&E work) will provide circa 2550sm of vacant space. A minimum of say £50k will provide circa 500sm of space.</p> <ul style="list-style-type: none"> INCOME/SAVINGS Up to £445k pa if full Smart Office adopted. 	<ul style="list-style-type: none"> Difficulty in attracting tenants in current poor market especially if competing with County Hall and Project Taunton. No prior lease sign up would create an empty business rate liability Partnership might not work Staff resistance to Smart Office, especially DMS and hot desking No room for expansion Capital not available to

					fund rationalisation
3	Sale of The Deane House campus or letting of The Deane House and relocate to County Hall	<ul style="list-style-type: none"> • Less revenue costs • Good public perception • Capital receipt for The Deane House • More collaborative working • If the pool was included in the sale a marriage value of £500k would be achieved. 	<ul style="list-style-type: none"> • Branding • Disposal of The Deane House • Empty Business Rates • Police Buy-in • Additional refurb costs e.g. Reception • Possible loss of Belvedere Road Pay and Display Car Park Income • Possible loss of Pool 	<ul style="list-style-type: none"> • £160,000 net savings, assuming freehold sale and loss of some car park income 	<ul style="list-style-type: none"> • Failure to attract a purchaser or tenant for The Deane House • Failure to secure appropriate planning consents so as to maximise sale receipt of The Deane House campus
4	Taunton Deane undertakes to build a new shared headquarters with potential partner	<ul style="list-style-type: none"> • Future proof solution • Maximise savings on running costs • Alternative financing opportunities • Regeneration opportunities • Include other public bodies and private enterprises • Site choices in Taunton 	<ul style="list-style-type: none"> • Public perception • Timeframe • Possible cost implications • Brand conflict (possible) • Possible loss of short term income • Interim costs on existing buildings • Disposal – existing sites? • Possible loss of Belvedere Road Pay and Display Car Park Income • Possible loss of Pool 	<ul style="list-style-type: none"> • Circa £75,000 savings assuming freehold sale of DH, new property is built on TDBC owned land and loss of some car park income. 	<ul style="list-style-type: none"> • Failure to attract a purchaser or tenant for The Deane House • Failure to find a development partner • Failure to secure appropriate planning consents so as to maximise sale receipt of The Deane House campus

Appendix 6 – ASP's requirements at The Deane House



0. Proposed GF Areas 1:200



1. Proposed FF areas 1:200

SK

DATE: _____

© COPYRIGHT 2011
 The Deane House is a registered trademark of the Deane Group. Design and drawings are the property of the Deane Group. All rights reserved. No part of this document may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, without the prior written permission of the Deane Group.

DO NOT BORROW FROM THIS DRAWING FOR THE PURPOSE OF CONSTRUCTION.

ALL DIMENSIONS TO BE CHECKED ON SITE BY THE ARCHITECT PRIOR TO COMMENCEMENT OF CONSTRUCTION.

CONTRACT NO. T1D001 M17505

Relocation of Enquiry Office from Taunton Police Station to Deane House

Proposed Areas	SK-30.01
T1D001 M17505	SK-30.01
1:200 @ A1	20/05/2011
AMP	20/05/2011

Design Services
 Deane Group Property & FM
 100 The Deane
 The Deane Group
 100 The Deane
 The Deane Group

Design Services
 one

16/08/2011, Report:Future proposals for Deane DLO

Reporting Officers:Brendan Cleere

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

Reporting Officers:Stephen Boland

07/12/2011, Report:Quarter 2 Performance Report

Reporting Officers:Dan Webb

07/12/2011, Report:2012/2013 Budget Gap Update and Budget Savings Plan

Reporting Officers:Simon Lewis

07/12/2011, Report:Voluntary and Community Sector Grant Fund Review

Reporting Officers:Lisa Redston

07/12/2011, Report:Council Tax Base 2012/2013

Reporting Officers:Paul Fitzgerald

07/12/2011, Report:Fees and Charges 2012/2013

Reporting Officers:Maggie Hammond

07/12/2011, Report:Capital Strategy

Reporting Officers:Maggie Hammond

07/12/2011, Report:Review of Earmarked Reserves

Reporting Officers:Maggie Hammond

07/12/2011, Report:Refresh of the Corporate Strategy

Reporting Officers:Penny James

07/12/2011, Report:Reuse of the public conveniences in Goodland Gardens, Taunton

Reporting Officers:John Sumner

09/02/2012, Report:Proposed Passivhaus Development

Reporting Officers:Lesley Webb

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

Reporting Officers:Stephen Boland

09/02/2012, Report:Capital Programme 2012/2013 to 2016/2017

Reporting Officers:Paul Fitzgerald

09/02/2012, Report:General Fund Revenue Estimates 2012/2013

Reporting Officers:Paul Fitzgerald

09/02/2012, Report:Housing Revenue Account Estimates 2012/2013

Reporting Officers:Paul Fitzgerald

09/02/2012, Report:Council Tax Setting 2012/2013

Reporting Officers:Paul Fitzgerald

09/02/2012, Report:Disposal of Land to Registered Providers Task and Finish Review

Reporting Officers:Richard Bryant

09/02/2012, Report:Theme 5 Restructure - Legal and Democratic Services

Reporting Officers:Tonya Meers

09/02/2012, Report:Housing and Community Development Restructure Proposals

Reporting Officers:James Barra

09/02/2012, Report:Taunton Town Centre Business Improvement District Ballot

Reporting Officers:David Evans

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

Reporting Officers:Dan Webb

14/03/2012, Report:Potential Development Site, Taunton

Reporting Officers:John Sumner

14/03/2012, Report:Treasury Management Strategy Statement

Reporting Officers:Maggie Hammond

14/03/2012, Report:Affordable Rent Policy

Reporting Officers:Martin Daly

11/04/2012, Report:Confidential Item

Reporting Officers:James Barra

11/04/2012, Report:Corporate Strategy 2012-2016

Reporting Officers:Mark Leeman