

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 April 2012 at 18:15.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Executive held on 14 March 2012 (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 Update on proposal to build a swimming pool at Blackbrook Pavilion Sports Centre, Taunton and refurbish Station Road Pool. Report of the Strategy Manager (attached).
Reporting Officer: Simon Lewis
- 6 Taunton Deane Borough Council's Voluntary and Community Sector Spending Review. Report of the Strategy Lead Officer (attached).
Reporting Officer: Lisa Redston
- 7 Executive Forward Plan - details of forthcoming items to be considered by the Executive and the opportunity for Members to suggest further items (attached)

Tonya Meers
Legal and Democratic Services Manager

10 September 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



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 the Corporate Support Unit on 01823 356414 or email r.bryant@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 – 14 March 2012

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

Officers: Penny James (Chief Executive), Cherry Russell (HR Officer), Tim Burton
(Growth and Development Manager), Maggie Hammond (Strategic Finance
Officer), Dan Webb (Client and Performance Lead), Paul Fitzgerald
(Financial Services Manager), Tonya Meers (Legal and Democratic
Services Manager) and Richard Bryant (Democratic Services Manager).

Also present: Councillors Coles, Horsley, Morrell and A Wedderkopp

(The meeting commenced at 6.15 pm.)

25. Apology

Councillor Mrs Stock-Williams.

26. Minutes

The minutes of the meeting of the Executive held on 9 February 2012, copies of which had been circulated, were taken as read and were signed.

27. Public Question Time

(1) Councillor A Wedderkopp asked why only one of the side gates at the main entrance to Vivary Park, Taunton were ever open on a Sunday – usually one of the park's busiest days?

In reply, Councillor Mrs Herbert said she was surprised that this was the case and promised to follow this up.

(2) Councillor Coles referred to the proposed borrowing arrangements in connection with the Housing Revenue Account self-financing. He asked whether everything was still on course for later in the month and whether the reported interest rate on the loan had changed?

The Strategic Finance Officer, Maggie Hammond, confirmed that the borrowing from the Public Works Loans Board was on target and that there had been no change to the interest rate up to now.

28. Proposal for a Taunton Deane Borough Council Appeal Policy and Procedure

Considered report previously circulated, concerning a proposal to implement a single Appeal Policy to cover all HR policies and procedures.

The Council did not currently have one overall appeal policy and procedure. Where appeals were required by employment law under the Employment Rights Act 2008, they were mentioned separately under the relevant policy.

An employee had the legal right to appeal in the following circumstances:-

- Disciplinary or capability warnings;
- Dismissal for misconduct or capability;
- If a request for flexible working or time off for training had been refused; and
- A grievance decision.

The following Taunton Deane policies included an appeal process - Absence Management Policy, Capability Procedure, Disciplinary Procedure, Grievance Procedure, Harassment and Bullying Policy, Job Evaluation and Term-time working.

Research had been undertaken to ascertain the status of Member appeals at other local authorities in Somerset which had shown that four out of five authorities had a Member Appeal for dismissals only.

The proposed policy would cover appeals relating to the following actions:-

- Disciplinary warnings;
- Capability warnings;
- Dismissal for misconduct;
- Dismissal for capability (performance or health);
- Decision to redeploy under the capability policy;
- Flexible working requests under the agreed Taunton Deane policy;
- Right to request time off for training;
- Request for a flexible retirement;
- Selection for redundancy or decision not to appoint resulting in redundancy;
- Outcome of a grievance; and
- Outcome of a Harassment and Bullying claim.

The policy made it clear what decisions could be appealed and whether they were heard by a standard Appeal Panel or a Member Appeal Panel. The policy set out a procedure to be followed and on what basis an employee could appeal, what happened at the appeal hearing and who could sit on the appeal panel.

The introduction of this policy would mean a change to the disciplinary procedure, with the removal of a two stage appeal procedure for any level of warning to a one stage appeal. This was in accordance with ACAS (Advisory, Conciliation and Arbitration Service) guidelines that stated a right of appeal must be given but only needed to be heard once.

The new policy would state that the panel would comprise a member of CMT for any actions short of dismissal and a panel of one member of CMT and two trained Councillors for dismissal under the disciplinary procedure or a final stage grievance.

Resolved that the proposed Appeal Policy and Procedure be approved.

29. **Planning Performance Agreements and Major Application Performance Targets**

Considered report previously circulated, which outlined the benefits of using Planning Performance Agreements as a tool to assist in the delivery of major development proposals.

Planning Performance Agreements (PPAs) had been introduced formally into the planning system in 2008.

They were a project management tool and provided a framework agreed between the Local Planning Authority and an applicant, about how development proposals should be managed in the planning process, including the determination of planning applications.

PPA's could help to improve the pre-application and application process, by creating greater certainty through agreement in what information was needed to enable an application to be determined and the timescale.

Noted that as PPA's focused on the process and not the decision, they did not therefore commit the Council to granting permission upon receipt of an application. However, it was recognised that the use of a project management framework could help deliver clarity, speed and certainty in the planning process.

A PPA committed both parties to an agreed timetable and made clear what level of resources and community engagement were required. The agreed timetable became the target for determination and took the proposal outside of the usual 13/16 week indicators.

The planning process for large major development proposals could be resource hungry for both the applicant and the Local Planning Authority. Through a PPA the true costs could be identified and, where appropriate, capacity that would otherwise have been funded by the Council could be paid for by the applicant.

A national evaluation of the use of PPAs in 2010 had established that many authorities were already using PPAs as a project management tool for projects of varying scale and complexity and used at different stages in the process.

It was therefore suggested that in future this Council should seek to agree a Planning Performance Agreement for all proposals which fell within the following Significant Major Developments category:-

- 200 or more dwellings or 4ha; or
- 10,000sq m of floor space or 2ha for other uses.

Reported that the Task and Finish Group that had been set up to review the delivery of large housing schemes, whilst not specifically referring to PPAs, had recommended that a charter for major applications should be developed.

Currently all major applications were categorised together as:-

- 10 or more dwellings or 0.5ha or 1000sqm floor space or more than 1ha for other uses are measured against a 13 week target date (or 16 weeks in the case of EIA development). The national target was currently 60% (the Taunton Deane target was 65%).

However, it was widely accepted that to determine the most complex applications in 13 weeks was unrealistic and the target was therefore meaningless.

As far as Taunton Deane was concerned, it was proposed that the Performance Indicator be retained, but no longer applied to Significant Major Developments.

Performance targets for Significant Major Developments should be based firstly upon the proportion of developments where a PPA had been negotiated and secondly whether the milestones set out in the PPA had been met.

The Executive noted that when this issue had been discussed at the Corporate Scrutiny Committee meeting on 23 February 2012, the Committee had supported an additional recommendation as follows:-

“That the impacts or benefits of inviting commercial developers to submit draft PPAs and, when not required by the Authority, to encourage implementation of elements of public engagement in them, in advance of submission of formal applications, be considered”.

Whilst it was good practice to encourage all applicants to carry out meaningful public engagement prior to submission, there were concerns about inviting developers to submit draft documents. A PPA should be a negotiated document and be bespoke to that particular development.

In the circumstances, Members decided that they did not want to encourage developers to adopt a standard approach and enter negotiations with a preconceived idea of the outcome.

The Executive also took the view that a Charter for major applications should be drafted and that this should be completed within a period of six months.

Resolved that:-

- The use of Planning Performance Agreements for all Significant Major proposals be endorsed;
- A Charter be drawn up, within the next six months, in consultation with developers and other key stakeholders to set out the Council’s preferred approach to project managing the planning and delivery of large and complex development proposals; and
- The Performance Indicators be amended to reflect these changes.

30. **Treasury Management Strategy Statement and Investment Strategy**

Considered report previously circulated, which detailed the Treasury Management and Investment Strategies for the 2012/2013 financial year.

It was noted that Council debt was currently £9,000,000 which would rise on 28 March 2012 by £85,200,000 due to the Housing Revenue Account self-financing. Short-term interest rates were currently at 0.5% and this rate was expected to be at this level for the next financial year.

The Strategy had the preservation of capital as the most important factor in investing taxpayer's money. Also noted that borrowing rates were currently low but the cost of carry had to be considered before taking on any debt.

Reported that the purpose of the Treasury Management Strategy Statement and investment Strategy (TMSS) was to approve:-

- The Treasury Management Strategy for 2011/2012 (Borrowing and Debt Rescheduling); and
- The use of Specified and Non-Specified Investments.

A full copy of the TMSS, which had been prepared by the Council's Investment Consultants Arlingclose, was submitted for the information of Members.

The Treasury Management service was an important part of the overall financial management of the Council's affairs.

The bank base rate had fallen to 0.5% in March 2009 and had remained at that level ever since. The United Kingdom's economy was continuing its weak recovery from the 2008/2009 recession, with Gross Domestic Product growth forecast to be sluggish throughout much of 2012.

Government spending cuts, rising unemployment and uncertain export markets were conspiring to keep demand low, and a "double dip" recession could not be ruled out. Consumer price inflation, which peaked at 5.2% in September 2011 had fallen as one-off factors had fallen out of the annual comparison.

During 2011/2012, the ratings agencies had downgraded several sovereign ratings and individual institutions. The Council had responded by listening to and following advice from Arlingclose.

The TMSS had been written in challenging and uncertain economic times. The current economic outlook had several key treasury management implications:-

- The Eurozone sovereign debt difficulties, most evident in Greece, provided a clear indication of much higher counterparty risk. This continued to suggest the use of higher quality counterparties for shorter time periods;
- Investment returns were likely to remain relatively low during 2012/2013;
- Borrowing interest rates were currently attractive, but might remain low for some time; and
- The timing of any borrowing would need to be monitored carefully. There would remain a cost of carry – any borrowing undertaken that resulted in an

increase in investments would incur a revenue loss between borrowing costs and investment returns.

As a result, the strategy looked to reduce exposure to risk and volatility by:-

- (1) Considering security, liquidity and yield, in that order;
- (2) Considering alternative assessments of credit strength;
- (3) Spreading investments over a range of approved counterparties; and
- (4) Only investing for longer periods to gain higher rates of return where there were acceptable levels of counterparty risk.

Further reported that the historically low interest rate situation had led to significant reductions in investment income in the past years which impacted directly on the Council's budget.

The Council's General Fund Capital Financing Requirement (CFR) for 2012/2013 was £9,100,000 which was currently funded through internal borrowing. The Council was able to borrow funds in excess of the current CFR up to the projected level in 2014/2015 of £11,700,000.

Resolved that the Treasury Management Strategy Statement and Investment Strategy, outlined in the report, be approved.

31. **Corporate Debt Management Policy**

Considered report previously circulated, concerning a revised Corporate Debt Management Policy for the Council to replace the version which had been approved by the Executive in March 2004.

The Corporate Debt Management Policy covered all debts due to the Council. These included housing debts, local taxation debts, housing benefit overpayments and other miscellaneous debts.

These debts varied widely in terms of their nature and the legislation that covered them. This variety impacted greatly upon the way in which the Council administered, collected and enforced payment of these debts.

The purpose of the policy was to ensure that Taunton Deane's general approach to managing the collection and enforcement of these debts was consistent, fair and transparent across the Authority and conducted in accordance with nationally agreed standards.

The Policy also reflected the diversity of the debts with which had to be dealt with and tailored specific policies to fit each individual debt type. It included common principals for the billing, collection, enforcement and write-off of all types of debt.

Submitted for the information of Members a copy of the Corporate Debt Management Policy and Procedure Document. A table was also submitted which showed the changes from the current policy adopted in 2004 and the new version.

Equalities Impact Assessments had been undertaken on both the debts administered by the Revenues and Benefits Service and in respect of the other debts covered by the Policy. Members were recommended to take account of these assessments during the consideration of the report.

Resolved that the Corporate Debt Management Policy be adopted.

32. **Financial and Performance Monitoring – Quarter 3 2011/2012**

Considered report previously circulated, concerning the financial performance data to the end of Quarter 3 of 2011/2012 (as at 31 December 2011).

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

Reported that an analysis of the overall performance of the Council had revealed a slightly worse position to the previous quarter, with 64% of all performance measures being on target compared to 68% previously.

There were a number of areas off course, or where their objectives had not been met and these included:-

- Health and Safety Inspections – where 39% of inspections had been carried out against a target of 90%;
- Complaints – where not only was the number of complaints being received rising but the number of responses being made within the 10 day target time had decreased; and
- Sundry Debts – The overall level of debt was rising, as was the level of debt over 90 days old.

The reasons for these particular issues emerging were provided together with details of the management actions that would be taken to improve the situation.

Also reported that the current forecast outturn for the Council's General Fund services was an overspend of £313,000 for the 2011/2012 financial year. The Corporate Management Team was currently considering measures to address this for the remainder of financial year.

When this item had initially been considered by the Corporate Scrutiny Committee on 23 February 2012, a wide variety of points were raised by Members. Between meetings, detailed responses to these queries had been circulated to both Members of the Scrutiny Committee and the Executive.

Resolved that the report be noted.

33. **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 7.21 pm.)

Taunton Deane Borough Council

Executive – 11 April 2012

Update on proposal to build a swimming pool at Blackbrook Pavilion Sports Centre and refurbish Station Road Pool

Report of the Strategy Manager

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

1 Executive Summary

- 1.1 Following recommendations from the Swimming Task and Finish Review, steady progress has been made on developing a Project Brief and reviewing best practice to fund and build a new pool at Blackbrook Sports Centre and consider how to fund renovation and maintenance at Station Road Pool.
- 1.2 This report takes stock of the current position and identifies three initial models that could be progressed to build a new pool at Blackbrook Sports Centre.
- 1.3 The report recommends that a confirmed commitment is made to progress the Pools projects and that funding be allocated to appoint consultants to undertake financial modelling and provide independent advice.

2 Background

- 2.1 In February 2010, a Task and Finish group was established to investigate options and identify the best way forward to deliver a new pool in Taunton and retain adequate swimming facilities.
- 2.2 The 'Swimming Provision' Task and Finish Group chaired by Councillor Andrew Govier reported back to Executive in July 2011 on its recommendations. These were to undertake a detailed business case 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.
 - (c) these recommendations were made on the assumption that St James Street pool would be decommissioned and sold due to it reaching the end of its operational life .
- 2.3 This report focuses on progressing the option to build a new pool at Blackbrook Sports Centre however councillors need to be aware of the additional requirements to refurbish and renovate Station Road Pool which were estimated at £1.5m to £1.8m by the Task and Finish Review.

3 Progress

- 3.1 The Community Development Lead, Scott Weetch was assigned with progressing the project and building the business case. To date, the Strategy Manager and Community Development Lead have achieved the following:
- Developed a project brief (Appendix A)
 - Reviewed the Sport England 'Affordable Community Swimming Pools' guidance
 - Met with the Amateur Swimming Association to discuss how to progress the project in a cost effective manner
 - Met with officers from other Councils who have commissioned and delivered pools, to identify the best path forward. These include:
 - o Thanet District Council
 - o Calderdale Council
 - o Spiceball Leisure Centre, Banbury
 - Met with consultants who have been involved in 'turnkey' projects and 'borrowing through a Leisure Trust (see 4.5 and 4.6)
 - Met with Passivhaus architects who have designed a 'Passiv Pool' in Exeter to understand potential for a similar environmentally friendly scheme at Blackbrook

4 Findings

- 4.1 Through research and meetings with the above agencies and representatives from other Councils, three types of models have been identified – (a) traditional procurement using a swimming pool 'framework'; (b) contracting with a 'turnkey' specialist and (c) Procurement through the Leisure Trust. This is not a definitive list and far greater levels of understanding would be required, but these show potential for further exploration. Each approach would have its own complications and levels of risk.
- 4.2 Procurement through a framework: Sport England has produced a very helpful toolkit designed to help project teams develop swimming pools that are "attractive, safe and secure". The basis for these pools is a "simple, compact and functional building". Their benchmark construction costs for a 6 lane pool with a learner pool is £3.4m, excluding VAT however this increases to £4.7m once contingencies, professional fees, allowances for external works and incoming services are factored in. See Appendix B.
- 4.3 The cost of a pool at Blackbrook would be expected to be somewhat less than the Sport England benchmark as it would be built on to the side of an existing sports centre, thus sharing some features such as the reception.
- 4.4 The guidance signposts to a government procurement framework that provides a one-stop shop for project management and design team services tendered through OJEU that will reduce time taken to select and appoint consultants. The guidance also suggests that if a 'Single Stage Design and Build' procurement route is chosen then the project could be completed within 24 months of the decision to procure.
- 4.5 The 'turnkey' approach: A meeting with the Amateur Swimming Association on the 27th January 2012 confirmed that there were models of procurement and

examples of new-build pools around the country where new pools had been built for significantly less than the Sport England benchmark price, largely through reducing the procurement and consultant costs and through adopting a design and build approach. The officer from the ASA believed that if the right approach were chosen that the £2.5m pool *could* still be achievable however they advised us to continue to reference the Sport England build price as a benchmark to be prudent. A potential model identified by the ASA was to use a specialist contractor who would provide a 'turnkey' solution, which would typically include agreeing the specification, undertaking the architect and clerk of works service, overseeing the procurement (Design and Build) and then project managing and overseeing the contractor deliver the pool. Examples were cited of pools being delivered in the £2-£2.5m price range. Pools would be perfectly functional and comply to European standards but would be 'no frills' and costs would be saved from reducing traditional procurement and consultancy costs.

4.6 The Community Development Lead met with a consultant that specialised in providing swimming pool 'turnkey' services at Calderdale, Halifax where a competition status pool was six weeks from being completed. The consultant provided assurance that a pool could be built for under £2.5m over a '42-44 week period'.

4.7 Borrowing through the Leisure Trust: A model used by councils such as Thanet District Council and Burnley Borough Council has been for the Council to underwrite prudential borrowing by the Leisure Trust. In Thanet, their leisure trust worked in partnership with Alliance Leisure to model operational savings from closing an existing defunct pool and additional income from building a new pool onto an existing leisure centre. The model showed that it would not be possible to pay back the money borrowed unless additional complementary leisure facilities which subsidised the swimming were also built, including a Spa, treatment rooms and toning facilities. Financial modelling on this basis showed that the leisure centre would earn sufficient money to repay the £3.5m loan and reduce the Councils ongoing contribution (allowing the additional contribution to be used to renovate another run-down pool in the District). Apart from an initial short-term loan, the Council believes that it will be able to realise these facilities at zero cost to itself. A similar approach could be modelled and tested at Blackbrook Sports Centre.

5 Funding the Project

5.1 The Task and Finish Review identified a range of potential funding methods, including use of maintenance budget, capital receipts, Community Infrastructure Levy, external grants and borrowing. However, unless a specific funding source can be identified for this project, the assumption would need to be that most if not all funding would have to be obtained through borrowing. Prudential borrowing on this scale could only be warranted and approved with a clear business case that demonstrated how it would be repaid.

5.2 A steer was requested at Scrutiny from councillors to set a ceiling on how much they would support the Council borrowing to fund a new pool at Blackbrook Sports Centre and to renovate and refurbish the Station Road Pool. For theoretical modelling purposes, until further work is done, this could range from £2m to £7m and an assumption of a 20 year loan period has been used. The £2m scenario would be for renovation of Station Road Pool alone (assuming a new pool could be built by borrowing through the Leisure Trust at zero cost to the

Council). The £7m scenario would be this, plus a £4.7m traditional procurement cost of building a new pool, using the Sport England benchmarks.

Amount Borrowed	£2m	£3m	£4m	£5m	£6m	£7m
Interest rate*	3.35%	3.35%	3.35%	3.35%	3.35%	3.35%
Annual Repayment (principal + interest)	£138,000	£207,000	£276,000	£345,000	£414,000	£483,000
Total Repayment (principal + interest)	£2,760,000	£4,141,000	£5,521,000	£6,901,000	£8,281,000	£9,661,000

* The interest rates shown are based on PWLB rates as at 12 March 2012. The actual rate will change depending on market conditions at the point of the loan transaction(s).

5.3 Members should note that the figures shown in the table above relate to the treasury cash flows resulting from possible loan transactions. The impact on the annual budget may be different to this, as the accounting for loan repayment would be in line with the approved policy for Minimum Revenue Provision (MRP). MRP would be calculated to account for repayment of borrowing over the life of the asset, which could be different to the term of any loan(s) taken. The financial implications will be fully modelled and reported through the full business case should this project proceed to completion.

5.4 It has become clear that to progress this project, independent business modelling is required to understand the amount of borrowing which would be sustainable and repayable through the operation of a new pool. A new pool at Blackbrook with a flexible swimming programme would be expected to increase the footfall of paying customers for both swimming and other leisure activities at the sports centre. There would also be a significant reduction in operational costs, through decreased utility bills, staffing costs and renovation at St James Street Pool. It is recommended that consultants be engaged to work with Tone Leisure to model demand, income and costs under this scenario and other potential scenarios with additional complementary leisure facilities. Expert advice would also be required to evaluate capital borrowing options and advise on procurement models. Discussions with the Amateur Swimming Association (ASA) suggest that this work could cost up to £20k.

5.5 It has also become clear that a project of this nature, when considered alongside the Station Road requirements requires significant officer resource and can not be properly advanced as part of the day-job. It is recommended that an officer resource be allocated to progress this project. The role of this officer would include:

- Liaison with Tone Leisure, Sport England, the Amateur Swimming Association, Southwest One Procurement and Finance, CMT, councillors and consultants
- A review of funding opportunities and necessary approvals
- Project Management and overview (project planning, delegation of work, risk management, stakeholder engagement, communications etc.)
- Liaison with contractor assuming a contract is awarded.

- Reporting to Project Board, CMT, Scrutiny, Executive etc

5.6 The project will require appropriate governance which promotes proper reporting and scrutiny and robust approval of key decisions. A suggested model is shown as Appendix C.

6 Finance Comments

- 6.1 The leisure asset maintenance reserve currently has an accrued balance of £600k which, as per the funding agreement between Tone Leisure and TDBC, provides funding for maintenance of all five Leisure sites. However a significant proportion will be required for Station Road Pool, Blackbrook Sports Centre and Wellington Sports Centre pool. The Performance and Client Lead has agreed that at this point it is safe to set aside £90k for this project to support the recommendations within this report.
- 6.2 Borrowing at the levels shown in section 5 would be within the prudent limits set in the Council's approved Prudential Indicators. Should the project proceed, the capital financing arrangements would be designed to provide the most economical and affordable method of funding available to the Council.
- 6.3 Whilst there will be additional costs to acquire and enhance the pools assets, it is feasible that costs of maintaining the assets will be less than current – particularly in the earlier years of new/enhanced asset lives. Such savings, in addition to reduced operating costs outlined in section 5 above, could be applied to partially offset the budgetary impact of capital borrowing costs. This will need to be modelled and considered as part of the full business case for budgeting purposes.
- 6.4 External advice will be required to understand the potential VAT implications for this project.
- 6.5 Assuming the project goes ahead, Full Council approval is required for the capital expenditure to be added to the Council's capital programme. The cost of repaying the borrowing plus interest, net of operational savings, will need to be a cost pressure to be taken into account within the Council's Medium Term Financial Plan and annual revenue budget setting process.

7 Legal Comments

- 7.1 Once the detailed siting of the proposed pool has been agreed, a review of the Council's title to the land will be required to ensure that the proposed site is not adversely affected by any covenants or restrictions.

8 Links to Corporate Aims

- 8.1 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.

9 Environmental and Community Safety Implications

9.1 The Sport England guide included additional indicative costs for options including rainwater harvesting (£30k-£40k); Photovoltaics (£10k-£40k); Solar Panels (£14k-£45k); Air Source Heat Pumps (£10k-£50k) and Biomass (£40k-£100k). Once a suitable business case has been produced, councillors will need to determine whether the cost/benefit of these should warrant inclusion

9.2 As part of the development of the business case, we have consulted with Gale and Snowden Architects who have worked with Exeter City Council on Passivhaus and are currently working on a Passivhaus swimming pool design for them. There is potential that funding could be brought in to help meet the costs of green infrastructure for the pool and incorporate Passiv principles. However this would increase costs to both the design and build phases of the project but should lead to ongoing operational savings.

9.3 Public swimming provides another activity in a part of town that has never had provision. This could impact positively on antisocial behaviour. There are likely to be some short-term issues during the build phase and consideration should be given to ensuring the overall safety of the site, its customers and visitors.

10 Equalities

10.1 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.

11 Risk Management

11.1 A detailed business plan to progress this project would be expected to include a risk register that identified and managed risks. Some of these risks have been included in the Project Brief (Appendix A).

12 Partnership Implications

12.1 The progression of this project will require close continued partnership working with Tone Leisure as well as support from Southwest One (Procurement, Finance 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.

13 Recommendations

13.1 Feedback provided by Corporate Scrutiny on 22nd March supported the recommendation that the Council should use £20k funding from the Capital Maintenance Reserve to undertake business modelling. They then proposed that a further report should be brought back for consideration recommending a project to take forward, during which further funding requests for capacity would be considered and a decision could be made on a funding ceiling. The following recommendations have been tailored to reflect this.

13.2 The Executive is requested to confirm their continued commitment to the recommendations of the Task and Finish Review to fund the total cost of building a new pool at Blackbrook Sports Centre, and to refurbish Station Road Pool.

13.3 The Executive is recommended to approve £20k funding from the Leisure Asset Maintenance Reserve to appoint consultants to undertake operational modelling and to get independent borrowing and procurement advice. This sum would also fund an estimated £2k for additional Finance support from Southwest One.

13.4 The Executive is requested to approve the recommendation that a further report is presented following business modelling that will recommend a specific project to take forward and a funding ceiling. At this point, consideration will be given to funding capacity to progress the project through to completion.

13.5 To provide any further comments on the report, project brief (Appendix A) or proposed governance (Appendix C) to be considered by the Executive.

Contact:

Simon Lewis, Strategy Manager, Direct Dial No 01823 356397

e-mail address: s.lewis@tauntondeane.gov.uk



DRAFT V5

TAUNTON DEANE BOROUGH COUNCIL

PROJECT BRIEF

Taunton Swimming Pool Project

Revision History

Name	Date	Version
Scott Weetch	04/08/2011	1
SW	23/09/2011	2
SW	24/01/2012	3
SW	03/02/2012	4
SW	13/02/12	5

Project Brief Definition

The purpose of this document is to provide a commonly understood and well defined start point for the project. This documentation will be refined and extended into the Project Initiation Document (PID) should the project proceed to the next phase. The Project Brief will contain:

- Project Definition
- Outline Business Case (OBC)
- Project management and governance
- Description of the project team and roles
- Outline Project Plan

Project process and documentation will be managed in accordance with PRINCE 2, the Council's chosen project methodology. As such, the project must at all times have continuing business justification.

CONTENT

Section 1

- 1.0 Project Definition:
 - 1.1 Background
 - 1.2 Project Vision
 - 1.3 Scope
 - 1.4 Objectives
 - 1.5 Constraints & Assumptions
 - 1.6 Stakeholders

Section 2

- 2.0 Outline Business Case:
 - 2.1 Purpose of outline business case
 - 2.2 Business & Strategic case
 - 2.3 Benefits and Dis-Benefits
 - 2.4 Delivery Options
 - 2.5 Finance and costs
 - 2.6 Risks

Section 3

- 3.0 Project Management & Governance
 - 3.1 Project management arrangements

Section 4

- 4.0 Project Plan

Appendix:
Condition survey
Draft Communications Strategy
Draft Risk Matrix
Draft Issues Log template
Draft Highlight Report Template
Lessons log

SECTION 1

1.0 Project Definition

1.1 Background

Taunton Deane Borough Council has two swimming pools within Taunton town centre. St James Street was built in 1935 and Station Road, 1974. Since 2004, the Council has been looking at ways in which these can be updated or replaced. More recently a Task and Finish group was established to look at this issue. Their conclusion was to work into a business case plans to upgrade Station Road pool, establish a basic 25 metre pool and 10 metre training pool at Blackbrook and decommission St James Street pool.

1.2 Project Vision

The project vision is to:

- Secure future swimming provision in Taunton
- Enhance the swimming experience in Taunton

1.3 Project Scope

The project is limited to looking at municipal swimming provision in Taunton, especially the existing and future provision in the town centre. It is not intended to look at overall provision within Taunton Deane or wider. The project will fall into line with national criteria and guidance on swimming from Sport England as appropriate.

1.4 Project Objectives

Objective	Critical Success Factor	Measures/targets
Deliver a new swimming pool at Blackbrook	Attracting funding to deliver a swimming pool. Budget to be determined.	Funding in place
	Tone subsidy is reduced as a result of increased revenue	New pool is successful enough to meet loan repayments and reduce subsidy.
	Design/tender/contractor meets aspirations	Design in place
		Successful Tender
		Contractor in place
	Facility built	Health and safety, legislative and other operational checks satisfied
Blackbrook pool running	Relevant health and safety inspections in place	
	Staffing and timetable in place	Open to the public
	Increase in users a) swimming b) general at Blackbrook	10% increase in users split Blackbrook/Taunton Pool
Deliver a suitable package of renovation and modernisation at Taunton Pool	Physically suitable and sustainable for 15-20 years	More swimming visits
	Operationally sustainable	Full swimming programme, attracting enough revenue to cover costs of loan and running costs

Optimise timing of pool changes to ensure maximum water available at any given time	Changes at Taunton Pool, Blackbrook and St James cause minimal disruption	Swimming programmes are made and adjusted to counter adverse effects of less swimming water being available
Decommission St James Street pool	Alternative provision up and running	
	Public aware of changes	
	Contractor in place to decommission	

1.5 Constraints and Assumptions

The success of the project delivery will be dependant on the management of key constraints and assumptions. An initial identification of these is detailed below however these may change over time as the project develops. The management of these will be through the formal project process and governance

1.5.1 Constraints

- Public Sector Financial environment – continued pressure on capital and revenue budgets
- External funding availability eg Amateur Swimming Association, Sport England, Government funding, lottery funding
- Project is already tightly defined. Consultation on detail is important but location, design and cost is restricted.
- Project timing is dictated by the lifespan of St James St pool
- Lack of expertise in house to deliver project (since the last pool was built in the 1970's)

1.5.2 Assumptions

- Continued cross-party political support for the project
- Project continues to align with the Council's wider regeneration strategy
- Funding will be available to support required works
- Sport England support realignment of football pitches at Blackbrook or allow junior spaces to be created
- No prohibitive capital costs such as relocating major sewage pipes, electricity supply or highway requirements
- St James Street can continue until Blackbrook pool opens
- Blackbrook is viable as a site for a swimming pool because there is already leisure provision on site
- No major opposition from public

1.6 Stakeholders

1.6.1 The project has cross party political support and is supported by the Chief Executive and the Corporate Directors

Early identification of key stakeholders is identified below. Work will continue to refine this.

Engagement will be maintained through the communication and consultation plan and through project process and governance. In reality, scope for engagement is limited because of the lack of choices which present themselves in respect of site or work to be undertaken.

Stakeholder	Interest
TDBC Members/SCC members	Elected representatives; overall budget holders; strategic direction
Project board	Oversee project
Tone Leisure	Delivery of swimming pool facility once built; ensure that built facility is capable of delivering aspirations outlined
Amateur Swimming Association	Key swimming body; advisors to project team
Sport England	Overall sports provision
Public	Swimming access/provision
Schools	Delivery of National Curriculum key stage 2 objectives in respect of swimming
Tone Leisure Board	Business model
Swimming clubs	User group
Task and finish group	Check/challenge of project outcomes
Other user groups to be defined	

Section 2

2.0 Outline Business Case

2.1 Purpose of outline business case

2.1.1 The purpose of this Outline Business Case (OBC) is to set out the business need for the proposed project, and to identify any investment in resources necessary to progress the project. It will outline the reasons for carrying out the project, why it will benefit the residents of Taunton Deane and how it will support the Council's Corporate Objectives. It will contain:

- Strategic case
- Benefits
- Dis-benefits
- Delivery Options
- Finance and costs
- Risks

2.1.2 The OBC will act as verification at each project key decision point ensuring that the project remains justified and the objectives can be realised

2.1.3 The OBC is written as a 'live' document and will be continually updated as new information becomes available to ensure it can act as the key verification for project decision points

2.1.4 The project outlined below is to address current and future swimming needs in Taunton.

2.2 Strategic case

Like all other sports, swimming can play a significant part in community regeneration and new or refurbished pools can provide much valued facilities which contribute to community cohesion and general health and well being. As such, a project to refurbish one pool and create another would sit well with the Council's Corporate Priorities of Regeneration, Tackling Deprivation and Sustainable Community Development

Swimming is second only to walking as the nation's most popular physical activity with over 22% of adults and 50% of young people taking part on a regular basis (Sport England Active People Survey). It can be enjoyed by people of both sexes and by all ages and abilities and is recognised as being uniquely beneficial to the nation's health and wellbeing. It is ideally suited for people with disabilities and the elderly or infirm who might have difficulty with other forms of exercise.

Swimming and water safety is seen as an essential life skill and forms part of the National Curriculum at Key Stage 2. It is regarded as an essential part of children's education of the safe enjoyment of most water activities and an understanding of the wider environment.

2.2.1 Assessment of need

Taunton Deane Borough Council administrative area is served by three public swimming pools, one in Wellington and two in Taunton. The two Taunton pools are in the town centre at Station Road and at St James Street. St James Street is not open for public sessions but provides pool space for schools, swimming clubs and swimming lessons. Station Road (also known as Taunton Pool) is available for public swimming and for clubs. The two pools in Taunton are now showing their age. St James' is Edwardian and has served the town well for generations, whilst Taunton Pool is from the mid 1970's. St James Pool has certain characteristics which make it operationally difficult, not least dual entrances. It is an increasing financial liability and has very little active life left. It was recently subject to a closure on environmental health grounds. This has highlighted the real possibility of permanent closure if repair costs of any future issue proved to be excessive. St James' pool caters for 1600 children each year.

Station Road Pool is now approaching 40 years old. This now means that the pool plant needs a complete replacement as maintenance at this stage would not be economic. In addition to these facilities, there is a publicly accessible, community run pool in Wiveliscombe (outdoor) and various education establishments provide some community time through swimming sessions or structured lessons, often delivered by Somerset Active Sports Partnership (SASP). There are also limited private pools available via leisure providers such as Esporta but these are often expensive and are not fully accessible to the public.

In July 2004 Strategic Leisure Limited completed a swimming pool feasibility report. At this time, a new town centre provision replacing the existing two pools was seen as a potential option, with a new facility bringing greater mix of provision including fun and learning pools as well as regional competition swimming.

In 2006 there was a follow up meeting to agree a feasibility study brief for consultants to consider the future of swimming provision in Taunton. Members had at that time said they would be prepared to consider a new construction in the town centre; a new construction at Blackbrook; a joint venture with a private company and; wished to be aware of current operational costs of facilities.

In August 2009, Sport England undertook some modelling work for future use and provision of pools in Taunton. This identified that Taunton is just meeting current demand and will not meet future demand; that if the council shut existing pools, it would need to provide a multi-pool facility in the future to replace them, supplemented ideally by a second pool in future years; that the council should be doing more work with other suppliers to encourage them to open for community use, helping to alleviate future demand and; although a town centre site is preferable, the council could consider sites such as Blackbrook and Wellsprings.

Also in 2009, this was picked up by an all party task and finish group. Alongside this, the Facilities Planning Model Strategic Assessment of Needs for Sports Halls and Swimming Pools reached its conclusions in August 2009. Sport England's conclusions drawn were that the six swimming pool sites available for community use are sufficient to meet the majority of current need. There was only a limited amount of unmet demand for swimming pools and that there was sufficient spare capacity within the existing stock of swimming pools to absorb additional usage. However, given the projected increases in population, sports participation and known swimming pool commitments, the model indicates that the picture changes significantly. Usage levels at existing sites would increase significantly with many pools operating above 'comfortable capacity'. The number of people living beyond a 20 minute walk of a swimming pool will increase, largely due to the location of proposed developments.

In the light of that there is a need to address future swimming pool provision. This is not a statutory function but has cross party support.

In June and July 2011, the Executive at Taunton Deane Borough Council and the Community Scrutiny panel have examined the outline proposals and have given the go ahead to work up a business case.

Taunton has a significant catchment area and the Council's vision for regeneration 'Vision for Taunton' involves making the town more attractive and enterprising to build on an existing reputation as a thriving county town.

Sport England are targeting a 1% year on year increase in swimming use for the next 12 years. Allied to this, the Core Strategy expects growth of around 16,500 homes in Taunton Deane over the next 20 years. Taunton itself has qualified for Growth Point status and the aspirations of the Vision for Taunton include providing enhanced leisure and cultural facilities to attract people to live and work here. All of which exacerbates the need for adequate swimming provision in the town.

Taunton currently has a large amount of water space which is heavily programmed and reasonably used. This would be enhanced with a better experience at Taunton Pool and a new facility at Blackbrook. Swimming reflects the national trend in Taunton, being the highest participation leisure activity after walking in Taunton Deane. Swimming related activities account for 40% of Tone Leisure bookings – approximately 400,000 bookings a year.

The project has scrutiny and portfolio holder support.

Community scrutiny considerations:

The community scrutiny panel (5th July 2011) requested that traffic and environmental considerations were completed

- traffic
a full traffic survey/impact assessment will need to be undertaken. In addition, the car park capacity will need to be considered alongside the expected overall demand profile for the dry/wet side facilities. There may also be a need to increase cycle provision.
- environmental
this will need to assess the offset from closing St James'; any improvements made to emissions as a result of refurbishing Taunton Pool and the impact of a new provision plus considerations in running the facility both inside and outside the building.

2.3 Benefits

- Continued swimming provision in Taunton
- No reduction in swimming provision in Taunton
- Better swimming experience
- Environmental impact of more carbon efficient pool
- Potential to attract more visitors to Blackbrook as a dual use provision
- Bespoke provision on existing sports site
- Potential to reduce expected costs of Tone Leisure and therefore TDBC's contribution to them eg through wet and dry side sharing of staff at Blackbrook and one less stand alone site to manage.

Dis-benefits

- Costs to council of new pool
- Diversion of limited capital pot from other priority areas
- Out of town centre provision
- Potential loss of football pitch(es)
- Risk (as at risk register)

Benefits Analysis

- Continued swimming provision in Taunton
This will be measured in terms of the overall swimming visits across all sites before and after the project. The aim is to increase swimming visits
- No reduction in swimming provision in Taunton
This will be measured in terms of the overall swimming visits across all sites before and after the project. The aim is not to lose any swimming visits as a result of the project
- Better swimming experience
This is allied to continued swimming provision. This is measurable through customer feedback.
- Environmental impact of more carbon efficient pool
This will be measured as an overall package across three sites on carbon emissions and individually on each site, eg through heat recovery at Station Road to ensure that there are individual and collective gains.
- Potential to attract more visitors to Blackbrook as a dual use provision
This will be measured through customer visits pre and post project
- Reduced overall costs to TDBC through payments from Tone
There are reduced costs to Tone in running one less provision and in shared staffing at reception. More cost efficient premises will also save costs and a new facility will be attractive to greater numbers of the public. As a result, if there is a robust business model and prudent borrowing, there should be greater income and therefore subsidy to Tone should drop.
- Bespoke provision on existing sports site
- Costs to council of new pool
A robust business model should ensure that costs of the loan are offset by increased revenue from Tone
- Diversion of limited capital pot from other priority areas
The introduction of the community infrastructure levy gives a greater opportunity for master planning capital provision.
- Out of town centre provision
Having only one town centre site will mean that swimming is more accessible to other parts of the community that may not have traditionally been able to access facilities. This is also likely to maximise the potential customer base.

- Potential loss of football pitch(es)
It is unlikely that football pitches will be lost. However, there is a slight over provision of adult pitches identified by the Sports Pitches strategy. The shortfall is in junior provision and a loss of some space would allow an extra junior pitch to replace an adult one if appropriate.
- Risk (as at risk register)

2.4 Delivery Options

2.4.1 Delivery partners

There is an acceptance that the Council does not have the 'in house' skills to deliver this project in isolation. As such a third party employed to check and challenge Tone Leisure's business plan, modelling and assumptions and to take an overall project management lead, within a defined scope, is sensible.

There is an option to consider alternative providers by engaging with a different leisure provider to run the swimming pool at Blackbrook. Such an option would allow a Design Build Operate Maintain (DBOM) model to be considered. This would be problematic for the reason that the facility could then have two leisure providers on site, causing potential for conflict and reducing staff saving costs from things such as a joint reception. Additionally, the partnership with Tone Leisure still has nine years to run. Alternatively, it would mean this centre being run on a different basis to other leisure provision in the town. If Taunton Deane were to break this lease there would be costs involved in breaking and there could be constraints on the use of the property by another provider. Therefore, providing this in partnership with Tone Leisure is the preferred option.

A design and build model is likely to provide a model against which costs can be accurately gauged and scope can be clearly defined. A traditional specification and tender process is likely to be a more expensive option but will be researched as part of the project.

2.4.2 Previously considered sites

In the 2004 report, three sites were identified as preferred: Lidl's on Wood Street, Priory Bridge Car Park and Tangiers car park. It would seem that these options are now obsolete.

Wellsprings had also been considered but the complexities of a dual use site with the school and community access together with the Academy meant this was not a favourable option. Potentially this might have meant some of clubs, schools, lessons, specialist groups, OAPs, casual swimmers missing out.

Somerset County Cricket Club had also been considered but this was found to be unsuitable.

2.4.3 Previously considered options

The proposed new pool facility (in 2004) included an 8 lane, 25 metre pool, with a 4 lane 20 metre pool and a smaller fun pool for families. It was also suggested that the

pool would need a health and fitness suite to support revenue income. At that time the costs of a new facility were deemed in the region of £10m with the existing sites valued at up to £3m (which is no longer the case). It is clear that there was a large funding gap.

2.4.4 Current options

The cross party task and finish has recommended a basic pool to be delivered at Blackbrook, along with refurbishing Taunton Pool and decommissioning St James Street pool.

- **New pool**

The recommendations were to deliver a 25 metre pool with smaller teaching pool onto the side of Blackbrook Sports Pavilion using design and build similar to those proposed at Ivybridge and estimated to cost between £2m and £2.5m. (NB Ivybridge has now gone for a refurbishment model; Sport England estimated costs below are significantly higher)

- **Refurbish Taunton Pool (Station Road)**

The current SW1 condition survey info can be found in the Appendix Condition Survey which outlines works to the value of £958,900 to the year 2015. It should be noted that SW1 condition survey relates to the fabric of the building and not plant.

A survey carried out by Dennis Freeman-Wright of the Amateur Swimming Association gave suggestions for overall improvement with a cost estimated at £1.5-£1.8 million. This would provide an additional 15 to 20 years to the life span. Briefly:

a) acceptance that the pool can continue to operate for several years in a deteriorating state without any significant increase in expenditure.

b) without investment, attendance will decline as customers seek alternative venues.

c) a programme of refurbishment and modernisation can be adopted that would increase attendances and instil a new life

d) this programme would address the issues set out at 1 and 2 below – refurbishment and modernisation

1 Refurbishment

i) retiling and resealing of pool surround to improve the look of the pool hall and prevent further leaking to the ground floor and external walls and additionally replace the man hole trays with high density plastic trays

ii) replacement of all single glazed metal framed window units with sustainable pvc double glazed units

iii) clean and repair decaying external concrete columns, beams and copings

iv) clean and reseal leak points on the ceiling in the plant room

v) replace electrical distribution panel in the main ground floor plant room

vi) replace horizontal filters within 5 years

2 Modernisation

i) convert the existing single sex changing rooms into a pool side village changing room by opening out the pool wall along the changing room side of the pool hall and redesigning the space to accommodate more attractive changing etc

ii) examine ways to extend and redesign the foyer and reception to provide more welcoming aspect

- iii) examine energy efficiencies that will reduce annual operational costs and assist the council to meet carbon emission reduction targets
- iv) consider the introduction of a pool bulkhead to create a 25m short course length to the pool and utilise the remainder for teaching, learning and extra activities.

In addition to this, there is a business case and feasibility to be done to look into commercial delivery of, for example, a spa or cycle facilities. There are looking at options to include a spa and adventure play facilities to add further commercial elements to the project on a business case basis. More details to be presented to the Council at a later stage. However, the project needs to be based in the needs of swimming pool users and there's proposals will be added to the outline business case if they are timely and add value.

- **Decommission St James Street**

Repairs carried out in October 2010 were designed to give this pool a 3 year lease of life. This means that the pool should be beginning to be decommissioned in October 2013 as things stand. The SW1 condition survey suggests works to the value of £379,350 need to be carried out in the timescale 2011-2015. This pool has reached the end of its economic life and unless serious investment is planned, needs to be decommissioned regardless of the outcome of other discussions for replacing it.

- **Increase community access to sites that are not owned by TDBC**

This would involve trying to work with the private education sector to open up more of their allotted time to community swimming. There is some water space taken up with lessons in Taunton School and Kings School also appears to have some community swimming through a membership scheme.

- **Do nothing**

Doing nothing will result in the loss of swimming pool provision on at least one site. It is possible that it would occur across two sites. However, the observations in respect of Taunton Pool made at a) above should be borne in mind. This facility could operate for several years in a deteriorating state without any significant increase in expenditure. Elsewhere in the country there is disinvestment in pools and many are closing. There would be significant local opposition to an outcome which lost swimming pool provision.

Finance and costs

2.5.1 Procurement objectives

At the outset of any procurement project it is recommended that the contracting authority takes the time to set specific objectives for the procurement process. Objectives for this project are:

- To provide a transparent process which maximises market interest
- To deliver an improved financial position
- To achieve the best value for money for the Council within constraints of agreed budget
- To secure improved service outcomes

- To facilitate a process which encourages market innovation and retains flexibility to respond to stakeholder needs
- To ensure the process is auditable and legally sound, minimising the risk of future challenge
- To meet the project timescales

In determining the most appropriate procurement route to follow the key objectives for the procurement process must be matched with the key characteristics of the routes available. If, for example, a contracting authority is keen to involve potential bidders in the development of the future delivery solution then the competitive dialogue route is more likely to be the most appropriate route to follow. Alternatively, if a contracting authority has a clear project brief and tight timescale then the restricted procedure may be the most appropriate procurement route.

The selection of the most appropriate procurement route is considered key to the achievement of successful contract outcomes.

2.5.2 Outline costs

New pool

At 2004 costs were estimated at £10m, with disposal of land offsetting approx £3m. These costs were based on delivering a swimming pool with leisure facilities attached. This was unaffordable and not seen as a priority at the time and was therefore not progressed.

The task and finish group identified a basic pool as equating to in the region of £2.25m (see table) although this will need to be validated as part of this project.

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	£350,000
		£2.25m

Sport England figures suggest that this is somewhat undervalued (see table below) and therefore a mix of national benchmarking and Sport England figures will be used to assess likely budget.

Some desktop research has revealed the Amateur Swimming Association capital cost details for 25m and 20m pools includes costs for 25m by 6 lane pools built since 2003. Many of these also added learner pools. The costs incurred for these projects (below) indicates that a pool being delivered to a budget of less than £3 million could be achievable.

The most similar projects to compare are:
 Normanton, City of Wakefield - £1.5m capital costs (March 2003) – 25m x 12.5m by 1m to 1.8m deep, 200 seats. Cost does not include VAT

Leominster Leisure Centre, Herefordshire - £2.5m capital costs (January 2006) – 25m by 12.5m by 1m to 1.8m deep and learner pool, attached to existing dry sports centre.

St Peter's School, York - £est £2.36m (May 2011) – 25m by 13m pool in conservation area on playing field site.

Chistleton School Sports Centre - £2.13m contribution from the lottery and capital resources (November 2005) - 25m by 10.5m by 1m to 1.8m deep and fitness suite added to existing sports centre.

Rye Sports Centre, Rother District Council - £3m contribution from the lottery and capital resources (June 2003) – 25m by 8.5m by 1m to 1.8m deep added to existing sports centre, cost includes £200,000 for work on the centre.

Dartmouth community pool - £2.5m (November 2010) – design estimate cost (facility not yet built) 25m by 4 lanes, with 8m by 8m teaching pool, changing, meeting rooms and foyer/café area.

Resource Costing

Sport England costs below identify the overall costs of a 6 lane pool plus a secondary pool as **£4,690,600**

The make up of some of these costs is likely to be:

Consultants @ £30,000 -50,000

Procurement

Professional fees @12.5% = £586325

Consultation

External works eg Car parking @ 15% = £703590

Environmental impact

Technical advice

Contingencies @10% (Sport England recommend 7.5%) = £469060 (£351795)

Sport England costs from 'Affordable Community Swimming Pools' (2011)

Capital costs⁶ overview

		4 lane	5 lane	6 lane	6 lane + secondary	8 lane	8 lane + secondary
		(£)	(£)	(£)	(£)	(£)	(£)
Gross internal floor area (GIFA)		(1084m ²)	(1344m ²)	(1543m ²)	(1850m ²)	(1878m ²)	(2226m ²)
Elements of swimming pool building							
Substructure	Elemental total	223,000	260,000	284,000	375,000	358,000	381,000
Superstructure	Frame	147,000	175,000	187,000	220,000	230,000	254,000
	Upper floors	4,000	9,000	10,000	12,000	39,000	40,000
	Roof	131,000	202,000	230,000	255,000	280,000	358,000
	Stairs	14,000	14,000	14,000	14,000	16,000	19,000
	External walls	132,000	158,000	162,000	186,000	151,000	182,000
	Windows & external doors	58,000	60,000	61,000	61,000	61,000	61,000
	Internal walls & partitions	58,000	88,000	95,000	122,000	92,000	92,000
	Internal doors	19,000	22,000	21,000	23,000	22,000	22,000
	Elemental total	563,000	728,000	780,000	893,000	891,000	1,028,000
Internal finishes	Wall finishes	54,000	59,000	67,000	79,000	95,000	104,000
	Floor finishes	70,000	86,000	91,000	129,000	109,000	136,000
	Ceiling finishes	17,000	21,000	23,000	33,000	36,000	39,000
	Elemental total	141,000	166,000	181,000	241,000	240,000	279,000
Fittings	Elemental total	125,000	143,000	145,000	179,000	183,000	200,000
Services	Sanitary appliances	17,000	20,000	20,000	21,000	27,000	27,000
	Rainwater	5,000	6,000	7,000	9,000	9,000	11,000
	Below slab drainage	17,000	20,000	22,000	26,000	28,000	33,000
	M&E installations	517,000	664,000	742,000	942,000	956,000	1,166,000
	Specialist installations	170,000	209,000	240,000	282,000	277,000	345,000
	Builder's work in connection	73,000	92,000	104,000	128,000	130,000	159,000
	Elemental total	799,000	1,011,000	1,135,000	1,408,000	1,427,000	1,741,000
Building sub-total		1,851,000	2,308,000	2,525,000	3,096,000	3,099,000	3,629,000
Preliminaries		257,100	286,200	290,500	302,000	322,000	332,600
BASE CONSTRUCTION COST		2,108,100	2,594,200	2,815,500	3,398,000	3,421,000	3,961,600
Additional costs	Contingencies (7½%)	158,200	194,600	211,200	254,900	256,600	297,200
	Professional fees (12½%)	283,300	348,600	378,400	456,700	459,700	532,400
	Allowance for external works (15%)	317,000	390,000	423,000	510,000	514,000	595,000
	Incoming services / stats	71,000	71,000	71,000	71,000	71,000	71,000
	Elemental total	829,500	1,004,200	1,083,600	1,292,600	1,301,300	1,495,600
OVERALL ESTIMATED PROJECT COST		2,937,600	3,598,400	3,899,100	4,690,600	4,722,300	5,457,200

⁶ Based on building costs at 3rd Qtr 2011

Taunton Pool refurbishment

The cost of refurbishing and renovating Taunton Pool is estimated at £1.5 to £1.8m. Reserve for maintenance is set at approximately £250,000 per annum.

There is £627,000 in reserve to cover all leisure assets and there is a planned and prioritised maintenance project. Condition estimates by South West One outline approximately £1m of renovations. These reflect the fabric of the building and not the condition of pool plant.

There is clearly some overlap with the Amateur Swimming Association observations which relate more to plant than fabric. These two reports were reconciled for the task and finish group and these costs are outlined in the below table:

Table of expected costs at Taunton Pool here taken from report to Task and Finish December 2010

Category of spend	Includes	Total
Essential	Infrastructure refurbishment to ensure physical viability of pool (plant, roof, electrics, DDA compliance)	£750,000 (includes £100,000 professional fees)
Necessary	Modernisation to ensure continued customer use, a flexible swimming programme and a viable operational business model (changing rooms, reception, boom, moveable floor)	£613,000 (includes £100,000 professional fees)
Desirable	Upgrades to include making facility more attractive and to attract greater usage. These will need to be reviewed during business case modelling to look at return on investment.	£381,000 (excludes £50,000 window replacement)
Other	'Nice to haves' that may be justified through the business case and returns on investment.	£60,000

Items	Costs	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 in a like for like manner. It will require technical advice to assess the most suitable plant for efficiency, environmental impact etc; Cost would still be c £400,000 – but reduced annual operating costs and CO2 emissions.
Roof replacement/ parapets	£100,000	E	SW1 confirmed this work needs completion. Would expect to be funded from Planned Asset Management Plan but not clear whether it is in the current plan.
Electrical distribution board	£20,000	E	Amateur Swimming Association report states that it needs replacing sooner rather than later. Would expect to be funded from the AMP but again not clear if it is costed.
Windows	£10,000 (Repair)	N OR	Merely replaces existing failed sealed units to windows (tackle draughts and condensation)

	£50,000 (Replace)	D	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 return on investment would be needed for this decision.
Pool hall – including new floor screed	£209,000 (50% essential?)	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 replacement	£25,000	E	Current lift is a non-DDA compliant goods lift which is subject to frequent failure.
Modernisation of changing rooms	£304,000	N	Without this work, the income levels at Taunton Pool are likely to decline, which will impact Tone's business plan and TDBC revenue position.
Main reception foyer	£97,000	N/D	Current entrance not very accessible – no automatic doors – 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 lift.
Fixed boom and moveable floor	£150,000	N	Not worth considering unless the changing facilities are modernised. This would be necessary if we want to provide additional overflow learner capacity to support Blackbrook once St James St closes. However, constraints include pool temperature not being ideal for learners and investment and teaching in a noisy environment. This would give pool greater programming flexibility. A business case with return on investment would be needed for this decision.
Infill deep end of pool	£35,000	-	Reduce pool depth from 3m to 2m. Energy saving of approximately £6,000 per annum. Desirable if it meets required payback period on investment.
Ultraviolet disinfection	£25,000	-	Reduces chlorine requirement from 1.5mg/l to 0.8mg/l

£1.6m

Above costings take no account of loss of income associated with pool closure required to undertake the pool works. Costings will increase if works are done piecemeal. Better value is achieved through one closure and clear access to the site.

A further £200,000 for essential and necessary works would be required for professional fees, taking the costs to £1.8m.

The table below gives some indicative costs from Sport England. This can be used in conjunction with site plans and SW1 condition report to give a broad costed plan.

- **Table of indicative costs of building modernisation from Sport England**

Building modernisation costs		
Code	Item	Cost
BM9	Changing rooms – upgrade finishes, flooring, walls, ceiling, benches and lighting to shower areas and changing rooms to modern standards	£355 per m2
BM10	Replacement showers and pipe work	£1016 each
BM11	Floor tiles	£102 per m2
BM12	Wall tiling	£73 per m2
BM13	Suspended ceiling	£63 per m2
BM14	Plaster ceiling	£40 per m2
BM15	Lockers (2 locker unit 1800 high x 300mm wide)	£340 each
BM16	Benches (floor /wall mounted 1800 long unit)	£1,723 each
BM17	New high efficiency boiler for a 2 changing room pavilion	£5,200 each
BM18	New high efficiency boiler for a 4 changing room pavilion	£5,400 each
BM19	New heating/hot water system with new high efficiency boiler for a 2 changing room pavilion	£14,400 each
BM20	New heating/hot water system with new high efficiency boiler for a 4 changing room pavilion	£24,000 each
BM21	Insulation to current standards – Dry line and insulate internal walls cost per	£54 per m2
BM22	Rainwater harvesting – 14,000 litres installation of tanks and pipe work for irrigation above ground system	£13,500
BM23	Rainwater harvesting – 14,000 litres installation of tanks and pipe work for irrigation below ground system	£21,000
BM24	Rainwater harvesting –20,000 litres installation of tanks and pipe work for irrigation above ground system	£18, 800
BM25	Rainwater harvesting –20,000 litres installation of tanks and pipe work for irrigation below ground system	£28,200

A full summary of scheduled works identified by the condition surveys is attached at Appendix **xxxx – swimming pool condition survey (brief)**

Closure of St James St

TDBC should review its AMP to assess whether the sale of other assets (including St James St pool) could provide capital funds for the other aspirations outlined in the project brief.

The investment priority is to fund the essential works at Station Road pool which could in theory be done relatively quickly. This would ensure that an unexpected closure of St James St did not result in no swimming provision at all, but Taunton pool would not be able to meet the schools' programme demand which would be unmet if there were such a closure.

There is a revenue cost to the council in closing the pool and there are also financial savings in undertaking work in one visit. Therefore if affordable it would make sense to make all the required changes at this pool simultaneously.

MORE NEEDED HERE

2.6 Risks

- 2.6.1 Risk is the chance of something happening that will have an impact upon objectives. Risk can be defined as the chance of exposure to the adverse consequences of future events. Risk becomes a major factor to be considered at all stages in the life of a project:
- 2.6.2 Other risk areas to consider are reputational risk - risks from any of the project stages that might impact on customers, users, stakeholders and political risk – an uncertain political climate can adversely affect the effectiveness of the partnership or the willingness of others to partner with the authority.
- 2.6.3 These risks will need to be quantified once they have been identified and agreed by the steering group and will be managed by the Councils adopted methodology for managing risk
- 2.6.4 The initial risk log is attached as an Appendix *****

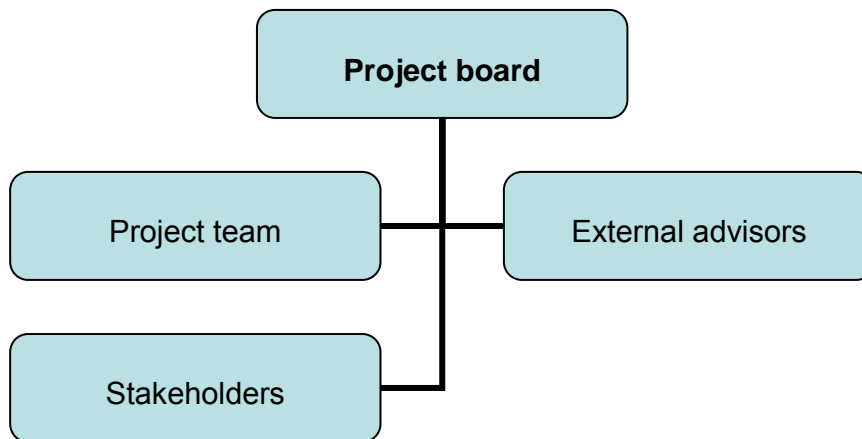
Section 3

3.0 Project Management & Governance

3.1 Project Management Arrangements

3.1.1 The project will be managed in accordance with the principles of Prince 2.

3.1.2 The proposed governance structure is as follows:



Project Board – chaired by *Director Project Sponsor: Shirlene Adam*

Make up – *Shirlene Adam, Simon Lewis, Tone Leisure board representative x 2, Executive Councillor Herbert and Shadow Executive Councillor Richard Lees, representatives from swimming task and finish group x 2*

- To approve the strategic direction, outline scope of activity, agrees outcomes and benefits and authorises procurement process
- To approve recommended partner(s) at the end of the procurement process
- Review project progress and approves any exceptions to the approved scope
- Ensures process is properly aligned at all stages to the strategic outcomes required.
- Supports key communication processes across all key stakeholders
- Commissions and chairs reviews during the project to ensure alignment with objectives, capability of delivery and measurable achievement of benefits

Project team:

Project Lead: **Simon Lewis**

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

- Meets with the project manager regularly to review progress

Project Manager *Scott Weetch*

- Provides project information and advice to partner organisations and stakeholders
- Project manages and plans all stages of the project
- Agrees delegation and project assurance roles
- Prepares project reports as defined by the Project Initiation Document
- Manages on a day to day basis the business and project risks (includes contingency planning)
- Liaises with members of associated activities e.g Communications
- Monitors progress, expenditure, resources and initiates corrective action
- Keeps project lead informed of deviations in plans and associated action (ie Change Control)
- Identifies and obtains support and advice necessary for the management, planning and control of the project
- Manages the development of the communication strategy and delivery of the communications plan

External advisors

- Advice will be sought on an ongoing basis from external advisors. Their role will be to advise the project team/board

Who	Role
Tone leisure	End user. Will need input into business case, ongoing maintenance, pool programming; insurance
Other leisure providers	Best practice is sought from across the country in relation to procurement, design, build specification
Sport England	Provision of national standards and practices; benchmarking of costs
Amateur Swimming Association	Critical friend; check and challenge; guidance on other projects, project management routes; procurement routes
SW1 procurement	Advise on procurement issues and deliver procurement package if appropriate
Legal	Ensure compliance with all appropriate legal matters; check contracts; insurance
Technical	Advise on matters such as pool plant; environmental factors eg heat recovery systems
Finance	Check/challenge assumptions in cost projections/proposed cost recovery eg prudential borrowing requirements; ensure financial package is tight;
Highways	Ensure traffic management plan and proposed layout is robust, workable and legally compliant
Health and safety	Management of risk; ensures compliance with health and safety standards

SW1 asset management	Check ongoing maintenance plan and depreciation projections are fit for purpose
Elected members	Check/challenge; ensure project alignment to corporate aims; sign off at gateways
Utilities	Ensure that building work does not adversely impact existing utilities eg sewage pipes

Monthly/quarterly highlight reports to CMT; members; stakeholders

The project will be managed by stages as shown below with high level activities. Each stage will be run by work streams . In the project current stage of Start up work stream leads are also identified below and within the project plan

Stage	Description of activity
Start up	Formation of Project Management , Outline Business case produced, Procurement of consultants to support delivery options appraisal, Delivery options appraisal Development of communication strategy Stakeholder consultation Executive Board sign off to move to the next stage
Initiation	Production of Project Initiation Document (PID) Production of detailed business case & costs Formation of detailed project management Detailed communication strategy Stakeholder consultation Executive Board sign off the move into delivery
Delivery	Delivery of project plan Delivery of Communications Strategy Regular checkpoints for approval through governance Continued monitoring of Business case and benefits against objectives
Closure	Project evaluation Outcomes and criteria evaluation Benefits Review Executive Board authorisation to close the project

Start Up Stage - Work stream Leads

Work stream	Lead or lead advisor	Supported By
Business Case & Strategy Development	Simon Lewis	Project team; external advisors
Risk Analysis	Dan Webb	Project team
Delivery Options	Simon Lewis (Juliette Dickinson)	Project team
Finance	Tracey Healy	151 officer support – Maggie Hammond (as Shirlene Adam is project

		sponsor)
Assets	John Sumner	Project team
Community Engagement /consultation	Scott Weetch	Tone Leisure
Health and safety	David Woodbury	Project team

Section 4

4.0 Project Plan

4.1 Summary

- 4.1.1 The purpose of the project plan is to ensure effective communication and control of the project deliverables. It describes how, when and by who project targets will be achieved and will provide a means by which to monitor project progress.
- 4.1.2 The project plan will be kept in line with the business case at all times and will be approved by the project governance in place.
- 4.1.3 At this stage the project plan is at a high level. If the project is approved to the next stage it will become more detailed.
- 4.1.4 The attached document is the current project plan

Appendix B: Sport England Benchmark costing for a new pool

Capital costs^a overview

		4 lane (£) (1084ms)	5 lane (£) (1344ms)	6 lane (£) (1543ms)	6 lane + secondary (£) (1690ms)	8 lane (£) (1878ms)	8 lane + secondary (£) (2226ms)
Gross internal floor area (GIFA)							
Elements of swimming pool building							
Substructure	Elemental total	223,000	260,000	284,000	375,000	358,000	381,000
Superstructure	Frame	147,000	175,000	187,000	220,000	230,000	254,000
	Upper floors	4,000	9,000	10,000	12,000	39,000	40,000
	Roof	131,000	202,000	230,000	255,000	280,000	355,000
	Stairs	14,000	14,000	14,000	14,000	16,000	19,000
	External walls	132,000	158,000	162,000	186,000	151,000	182,000
	Windows & external doors	58,000	60,000	61,000	61,000	61,000	61,000
	Internal walls & partitions	58,000	88,000	95,000	122,000	92,000	92,000
	Internal doors	19,000	22,000	21,000	23,000	22,000	22,000
	Elemental total	583,000	723,000	780,000	893,000	891,000	1,028,000
Internal finishes	Wall finishes	54,000	59,000	67,000	79,000	95,000	104,000
	Floor finishes	70,000	86,000	91,000	129,000	109,000	135,000
	Ceiling finishes	17,000	21,000	23,000	33,000	36,000	39,000
	Elemental total	141,000	166,000	181,000	241,000	240,000	279,000
Fittings	Elemental total	125,000	143,000	145,000	179,000	183,000	200,000
Services	Sanitary appliances	17,000	20,000	20,000	21,000	27,000	27,000
	Rainwater	5,000	5,000	7,000	9,000	9,000	11,000
	Below slab drainage	17,000	20,000	22,000	26,000	28,000	33,000
	M&E installations	517,000	654,000	742,000	942,000	966,000	1,165,000
	Specialist installations	170,000	209,000	240,000	282,000	277,000	345,000
	Builder's work in connection	73,000	92,000	104,000	128,000	130,000	159,000
	Elemental total	799,000	1,011,000	1,135,000	1,408,000	1,427,000	1,741,000
Building sub-total		1,851,000	2,308,000	2,525,000	3,096,000	3,099,000	3,629,000
Preliminaries		257,100	298,200	290,500	302,000	322,000	332,600
BASE CONSTRUCTION COST		2,108,100	2,594,200	2,815,500	3,398,000	3,421,000	3,961,600
Additional costs	Contingencies (7½%)	158,200	194,500	211,200	254,900	256,600	297,200
	Professional fees (12½%)	263,300	348,500	378,400	456,700	459,700	532,400
	Allowance for external works (15%)	317,000	390,000	423,000	510,000	514,000	595,000
	Incoming services / stats	71,000	71,000	71,000	71,000	71,000	71,000
	Elemental total	829,500	1,004,200	1,083,600	1,292,600	1,301,300	1,495,600
OVERALL ESTIMATED PROJECT COST		2,937,600	3,598,400	3,899,100	4,690,600	4,722,300	5,457,200

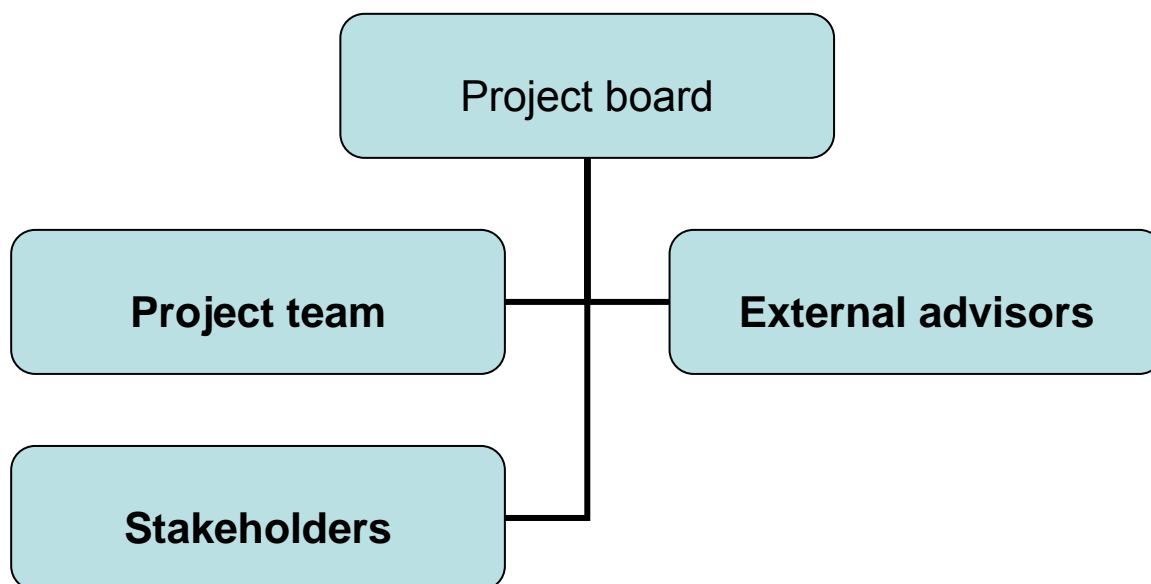
^a Based on building costs at 3rd Qtr 2011

Appendix C – Project Management and Governance

1. Project Management Arrangements

1.1 The project will be managed in accordance with the principles of Prince 2.

1.2 The proposed governance structure is as follows:



Project Board – chaired by **Director Project Sponsor: Shirlene Adam**

Members – Shirlene Adam, Simon Lewis, Tone Leisure board rep x 2, Executive Councillor Herbert and Shadow Executive Councillor Richard Lees, representatives from swimming task and finish group x 2

- To approve the strategic direction, outline scope of activity, agree outcomes and benefits and authorises procurement process
- To approve recommended partner(s) at the end of the procurement process
- Review project progress and approves any exceptions to the approved scope
- Ensures process is properly aligned at all stages to the strategic outcomes required.
- Supports key communication processes across stakeholders
- Commissions and chairs reviews during the project to ensure alignment with objectives, capability of delivery and measurable achievement of benefits

Project team:

Project Lead: *Simon Lewis (tbc)*

- Is directly accountable for the delivery of the project delivering agreed outputs to required specification and quality within budget
- Maintains close liaison and communication with Key Stakeholders
- Ensures business case is maintained and remains relevant to the overall strategic aims
- Ensures that communications with internal and external stakeholders are effective
- Manages the key strategic risks facing the project
- Meets with the project manager regularly to review progress

Project Manager: *Scott Weetch (tbc)*

- Provides project information and advice to partner organisations and stakeholders
- Project manages and plans all stages of the project
- Agrees delegation and project assurance roles
- Prepares project reports as defined by the Project Initiation Document
- Manages on a day to day basis the business and project risks (includes contingency planning)
- Liaises with members of associated activities e.g. Communications
- Monitors progress, expenditure, resources and initiates corrective action
- Keeps project lead informed of deviations in plans and associated action (ie Change Control)
- Identifies and obtains support and advice necessary for the management, planning and control of the project
- Manages the development of the communication strategy and delivery of the communications plan

External advisors

- Advice will be sought on an ongoing basis from external advisors. Their role will be to advise the project team/board

Who	Role
Tone leisure	End user. Will need input into business case, specification, ongoing maintenance, pool programming; insurance
Other leisure providers	Best practice is sought from across the country in relation to procurement, design, build specification
Sport England	Provision of national standards and practices; benchmarking of costs
Amateur Swimming Association	Critical friend; check and challenge; guidance on other projects, project mgt routes; procurement routes
SW1 procurement	Advise on procurement issues and deliver procurement package if appropriate
Legal	Ensure compliance with all appropriate legal matters; check contracts; insurance
Technical	Advise on matters such as pool plant; environmental factors e.g. heat recovery systems
Finance	Check/challenge assumptions in cost projections/proposed cost recovery e.g. prudential borrowing requirements; ensure financial package is tight;
Highways	Ensure traffic management plan and proposed layout is robust, workable and legally compliant
Health and safety	Management of risk; compliance with health and safety standards
SW1 asset management	Check ongoing maintenance plan and depreciation projections are fit for purpose
Elected members	Check/challenge; ensure project alignment to corporate aims; sign off at gateways
Utilities	Ensure that building work does not adversely impact existing utilities eg sewage pipes

Monthly/quarterly highlight reports to CMT; members; stakeholders

Taunton Deane Borough Council

Executive - 11 April 2012

Taunton Deane Borough Council's Voluntary and Community Sector Spending Review

Report of the Strategy Lead Officer

(This matter is the responsibility of Executive Councillor Warmington)

1. Executive Summary

A report regarding current and future Voluntary and Community Sector (VCS) funding arrangements was presented to Community Scrutiny on the 6th December 2012 and the Executive on the 7th December 2012 during which it was agreed that:

The Strategy Unit make reductions to its Voluntary and Community Sector (VCS) budget, of £30k during 2012/13 by ceasing the £10k contribution to the Priority Areas Strategy; reducing the small grants budget by £10k and making proportionate reductions to the remaining SLAs.

Councillors supported the establishment of a Grants Panel to consider the distribution of future funding (from across the Council) to the VCS, but requested that officers provide further details on this proposal

The following report recommends that:

Councillors approve the specific arrangements for the membership, responsibilities and processes of the Grants Panel to commence in May 2012, or suggest alternative proposals.

2. Purpose of Report

Taunton Deane Borough Council (TDBC) provides financial support to a wide range of VCS organisations that help us deliver our corporate priorities consistent with community needs.

TDBC released a total of £615,000 (approx) to the VCS in 2011/2012. Funding is awarded to the VCS through four main service areas:

- Strategy Unit
- Community Development Unit
- Economic Development Unit
- Housing

The detail of the VCS spend within the Strategy Unit, Community Development, Economic Development and Housing is provided at Appendix 1. A summary of this spend is provided in Appendix 2.

All funding is awarded by the relevant Service Area Manager or a Lead Officer through a mix of Service Level Agreements (SLA) or small grants. The relevant portfolio holder is involved in these decisions.

This report will deal with the following:

The establishment of new procedures to allocate funding to the VCS from those service areas listed above from 1 April 2013.

3. Background

3.1 Strategy Unit and Financial Support for the VCS

The Strategy Unit VCS annual budget is currently awarded through a mix of Service Level Agreements and VCS grants i.e. awards of 'small grants' to a maximum of £5k.

During 2011/2012 £180,000 was awarded through SLA arrangements to fund 8 VCS organisations. All SLA agreements are due to expire on 31 March 2012, with the exception of those for North Taunton Partnership and Link Partnership which are due to expire on 31 March 2013.

The annual allowance for small grants during the financial year 2011/12 was £20,000 (approx). This budget has (so far) been used to fund 8 VCS organisations. Applications for funding can be made on an ad hoc basis throughout the financial year to carry out projects that are aligned with the Council's Corporate Priorities. Proposals are considered by the Executive Councillor responsible for Community Leadership' and decisions are advertised in the Weekly Bulletin.

Of the remaining budget, £25k was allocated to the Youth Initiatives Fund and £10k was identified to support the Priority Areas Strategy.

At the executive meeting in December it was agreed that the Strategy Unit make reductions to its Voluntary and Community Sector (VCS) budget, of £30k during 2012/13 by ceasing the £10k contribution to the Priority Areas Strategy; reducing the small grants budget by £10k and making proportionate reductions to the remaining SLAs.

Summary of Changes to VCS Budget Allocations

	2011/2012	2012/2013
Total SLA Budget	£ 180000	£ 170000
Youth Initiatives Funding**	£ 25000	£ 20000
Priority Areas Strategy	£ 10000	£ 0
Small Grants Fund	£ 20000	£ 10000
Total VCS Budget	£ 235000	£ 200000

** £15000 of this funding is held in the unparished areas precept and is ring fenced for Youth initiatives projects in the unparished areas. During 2011/12 Councillors approved a one year contribution from the General Fund of £10000 to YIF budget. Councillors have approved a reduced contribution of £5000 for 2012/13 from the general fund, as part of the budget approval process.

It was agreed that the funding committed to the Link Centre and North Taunton Partnership would not be subject to any reduction during 12/13. This meant a reduction of 6.2% for the remaining 6 organisations.

The Strategy Unit are currently negotiating new service specifications and monitoring arrangements for 12/13 with all 8 organisations. New Service Level Agreements will then be put in place to expire in April 2013. Funding and SLA arrangements from April 2013 onwards will be subject to budget reviews, and any recommendations/decisions made by the proposed Grants Panel.

3.2 Review of the Authorities VCS spending and procedures

To assist the Authority in making decisions on future VCS funding options, we have undertaken a review of the VCS spending across the Authority covering the period of 2007-2012. This provided an opportunity to revisit all organisations receiving funding to ensure outcomes support the Council's own priorities. The timing is appropriate in that the majority of SLA arrangements are due to expire on 31 March 2012. The review enabled us to consider more efficient ways of allocating resources and to look into best practise examples from other Somerset Authorities.

At the Executive on the 7th December 2012 it was agreed that a new Grants Panel should be established with the aim of introducing a more transparent and effective council-wide system of allocating resources to the Voluntary Sector. The proposed new process will have an impact on the way in which all services in the Authority award funding payments to the VCS from 1 April 2013.

The establishment of the panel will enable grants; such as VCS small grants, the Youth Initiatives Fund and Arts Development grants, to be assessed simultaneously and in relation to each other (see Appendix 1 for a complete list of the grants that will be included).

4. Proposed detail for the establishment of the Grants Panel

A review of the Borough Council's support to the VCS (across all service areas) was recently undertaken. The findings of the review highlighted that whilst the Council has developed good working relations with the VCS, the current practice does not always follow the guidance set in the Somerset Compact or necessarily provide value for money.

The main findings of the review can be summarised as follows:

- The performance of SLAs are not monitored consistently
- Some SLAs are awarded on an annual basis which is against the recommendation in the Somerset Compact funding code of practice which encourages authorities to invest in long term funding for more than one year
- Shared criteria for eligibility have not been established.
- Some small grants do not have a scoring mechanism in place to monitor eligibility, spend and/or performance
- Some SLAs do not have a scoring mechanism in place to monitor eligibility, spend and/or performance
- Administration of the various VCS budgets across the authority is time-consuming for both the authority and for VCS Organisations applying for repeat funding
- Some SLAs and all grant applications are assessed throughout the year meaning that administering applications is time-consuming and costly and does not allow applications to be judged in comparison to other bids.
- Decision making processes are not consistent and not all applications go through the member call-in process.
- Some organisations are funded from several different budgets and there is no mechanism to bring these together into one agreement.
- Match funding is not encouraged consistently.
- There is no mechanism in place to monitor match funded SLA agreements.

At the Executive on 7th December 2012 it was agreed that a Grants Panel be established during Spring 2012 to administer and monitor financial support to the VCS from across the Council i.e. those VCS budgets that are held by Strategy Unit, Community Development, Economic Development and Housing.

It should be noted that the unparished areas precept is not included as a part of these arrangements and will continue to be administered by the Democratic Services team.

Councillors requested that further detail was provided on the proposed aims, role, membership, responsibilities, and governance procedures of the Grants Panel.

Members are asked to consider and comment on the proposals or to offer alternative proposals for consideration.

Aims of the proposed Grants Panel

- To introduce a single, transparent and efficient way of allocating grant aid across the Authority
- To reduce the cost of administration in processing applications
- To align application and award processes across the authority
- To ensure all VCS organisations are treated fairly and equally.
- To ensure that TDBC is compliant with the Somerset Compact
- To ensure value for money by reducing duplication and ensuring effective delivery of the councils corporate aims through Voluntary Sector resources.

Role of the proposed Grants Panel

- To recommend funding arrangements for VCS organisations via 3 year SLA agreements from 2013 to 2016
- To agree the criteria and scoring mechanism for small grant and/or SLA funding across the authority
- To assess grant applications in a fair and measured way, to ensure funding decisions are transparent.
- To recommend and agree twice yearly the allocation of small grants
- To identify duplication of grant or SLA applications across the authority and where possible form single agreements.
- To monitor all service level and small grant agreements twice yearly to ensure the effective use of Council resources

Membership

- 1 nominated officer from each of the following service areas; Economic Development, Housing, Strategy and Community Development.
- 3 Conservative Councillors - The Executive portfolio holders for Economic Development, Housing and Community Leadership
- 2 Liberal Democrat Councillors - The shadow portfolio holders for Community Leadership and Housing or Economic Development
- 1 nominated Labour or Independent representative

Supporting Roles

- Business Support – Administration of meetings, grant applications and payments.
- SWOne Strategic Procurement Service – Advice on contractual arrangements

Responsibilities

General

- Agree terms of reference for the Grants Panel, including nomination of a Chairperson
- Agree Governance procedure
- Agree a process and timescale for bidding and the allocation of funding (suggested process Appendix 3)
- Agree a process and timescale for monitoring SLA and small grant agreements
- Agree administration procedures with the Business Support Service
- Carry out 6 monthly monitoring of any grant or SLA funding as specified in the SLA or grant agreement
- To communicate with VCS organisations throughout the application, award and monitoring processes

Service Level Agreements

- To agree a generic SLA template which allows for individual service specifications and monitoring arrangements to be added.
- Ensure contracts meet legislative requirements in terms of procurement
- Consider the risks involved in entering 3 year SLA contracts
- Agree priority areas for allocating funding in line with the Corporate Strategy and Priority Areas Strategy
- Recommend the allocation of funding for 2013 - 2016

Small Grants

- To agree a generic small grants application form, guidance, and agreement allowing for specific criteria to be added depending on the purpose of the grant.
- Agree priority areas for allocating funding in line with the Corporate Aims and Priority Areas Strategy
- Agree scoring and weighting mechanisms for assessing grant applications.
- Recommend the allocation of funding at the end of each bidding round to the portfolio holder.

Governance

- The main reference documents for informing funding decisions will be the current Corporate Strategy, the Priority Area Strategy and approved Service or Operational plans.
- The Grants Panel will be responsible for agreeing 3 year SLA funding for the period 2013 – 2016 across the authority and presenting these

- recommendations to the Executive for approval.
- The nominated Chairperson (Conservative) will get the casting vote
 - SLA funding recommendations will be scrutinised by Community Scrutiny prior to the Executive.
 - The Grants Panel will be responsible for agreeing the allocation of small grants funding twice a year. The Panel will make recommendations to the appropriate portfolio holder (of which the portfolio holder is a member).
 - Decisions on the allocation of small grant funding will be published in the Weekly Bulletin by the portfolio holder and will be subject to the normal call in process.

Meetings

- It is proposed that the Grants Panel meet for the first time in May 2012.
- During May, June and July 2012 it is proposed that the Grants Panel agree their terms, governance procedure, generic application forms and SLA template and administration procedures with Business Support. From July 2012 the meetings will be governed by the agreed application and awarding process (suggested in Appendix 3).

5. Finance Comments

The role of the Grants Panel is to ensure value for money from the resources the council allocates to the VCS. The Grants Panel has the potential make recommendations to the Executive on the allocation of funding over a 3 year period. The projected VCS budget across the authority for 2012/13 is £576,200., Therefore the grants panel could be recommending an approximate total spend of £1,728,600 over the three year period from 2013 to 2016.

To ensure the authority has the opportunity to review any funding and its funding priorities a clause will be written into all 3 year SLA's stating that funding will be subject to annual budget reviews, and may be changed with one months written notice to the VCS provider.

6. Legal Comments

The Grants Panel will be advised to utilise the SWOne procurement team and TDBC Legal Services to check whether there are any legal implications associated with entering into contracts for the delivery of services, and to ensure that any contracts entered into are legally robust.

7. Links to Corporate Aims

The process of establishing a Grants Panel should enable us to make closer alignment with the Corporate Strategy, Priority Area Strategy and Service or Operational plans and to ensure a robust performance and monitoring regime which is focussed on outcomes.

8. Environmental Implications

This is difficult to judge but I believe it reasonable to assume that there are no obvious environmental implications. The Community Council is committed to helping communities to reduce their carbon emissions and is currently funded through SLA arrangements. The grants panel will be responsible for assessing potential environmental implications during their application and award process and as part of their final recommendations to the Executive.

9. Community Safety Implications

As above for Environmental Implications. Community Safety Implications should be assessed by the grants panel as part of their application and award process.

10. Equalities Impact

An Equalities Impact Assessment has been completed on the proposed detail of the Grants Panel. The new process of awarding and monitoring SLA and Grant agreements will ensure there is fairness and transparency within the decision making process. The Grants Panel will be responsible for considering any potential equalities impact and the reduction of inequalities during its application and award process.

11. Risk Management

TDBC values its good relationship with the VCS. The proposed detail of the Grants Panel will ensure that these relationships can continue and develop to meet the needs of the community. Any decision or recommendations made by the Grants Panel will be assessed for risks to the Council, VCS organisation and the people that the organisation serves.

12. Partnership Implications

We have good working relations with the VCS. Many sit on the Taunton Deane Partnership or one of its sub groups e.g. Halcon MAG, NT MAG and the Spatial Planning Working Group. This relationship has been influential in developing important work-streams such as the PAS and the Local Development Framework. It is important to maintain these relationships through an open approach to allocating funding to the VCS.

A number of our existing SLAs are partnership SLAs with TDP, SCC and the Primary Care Trust. The introduction of a new Grants Panel will need to consider and agree (through consultation) a mechanism to the development of new partnership SLAs.

13. Recommendations

Councillors are asked to recommend the approval of the proposed specific arrangements for membership, responsibilities and processes of the Grants Panel to commence in May 2012, or suggest alternative proposals.

Persons to contact

Lisa Redston (Strategy Officer): l.redston@tauntondeane.gov.uk / tel 01823 356568

APPENDIX 1: COUNCIL PAYMENT OF VOLUNTARY AND COMMUNITY SECTOR GRANTS

<i>Name of VCS budget:</i>	STRATEGY UNIT: Voluntary and Community Sector SLA's							
<i>Purpose of Budget:</i>	To enable VCS organisations to undertake projects and support sustainability for the benefit of the community in line with our Corporate Aims							
<i>Annual Budget:</i>	£180,000							
<i>Match Funding Attracted:</i>	Unknown							
<i>Budget held by:</i>	Strategy Lead (Mark Leeman)							
<i>Awards Authorised by:</i>	Community Development Portfolio holder							
<i>Application/Award/Monitoring process:</i>	Application via relevant forms, decision follows relevant call in process, some SLA's are monitored to ensure outcomes are being met							
Service Area/Budget	Voluntary Sector Organisation	SLA/Project Funding/Grant/informal agreement	2007/2008	2008/2009	2009/2010	2010/2011	Commitments 2011/2012	Commitments 2012/2013
109757	Citizens Advice Bureau	SLA (expires March 2012)	64,000	64,000	81,500	86,500	91,500	85,900
109757	Community Council for Somerset	SLA (expires March 2012)	6,000	6,000	6,000	6,000	6,000	5,700
109757	Accessible Transport (Taunton Deane Community Transport and Slinky)	Rolling agreement	11,000	11,000	13,000	10,000	10,000	9,400
109757	Wivey Link	Expired SLA (now incorporated within SLA for Wiveliscombe Area Partnership)	2,000	2,000	2,000	10,000	10,000	9,400 (will become part of WAP SLA)
109757	Slinky (merged with Accessible Transport from 09/10)	Rolling agreement	2,000	2,000	**			9,400
109757	Taunton Voluntary Action	Rolling agreement	26,500	26,500	26,500	26,500	26,500	24,900
109757	Relate	Expired SLA	10,000	10,000	10,000	10,000	0	0

109757	FEDS	Expired agreement	0	0	0	5,000	0	0
109757	SREC	Expired agreement	4,500	4,500	4,500	0	0	0
109757	Local Safeguarding Children Board	Expired agreement			1,538	0	0	0
109757	Somerset Association of Local Councils	Rolling agreement	1,000	1,000	1,000	1,000	1000	940
109757	North Taunton Partnership*	SLA (expires March 2013)				5,000	5000	5000
109757	Taunton East*	SLA (expires March 2013)				5,000	5000	5000
109757	Wiveliscombe Area Partnership	SLA (expires March 2013)	7,500	15,000	25,000	25,000	25000	23500
109757	Youth initiatives fund contribution	Contribution to other budget				15,000	10,000	0

134,500	142,000	171,038	205,000	190,000	169,740
----------------	----------------	----------------	----------------	----------------	----------------

<i>Name of VCS budget:</i>	STRATEGY UNIT: Voluntary and Community Sector Grants							
<i>Purpose of Budget:</i>	To provide adhoc funding to VCS groups enabling organisations to carry out responsive projects, find match funding and support sustainability for the benefit of the wider community in line with the Councils Corporate Aims							
<i>Annual Budget:</i>	£20,000							
<i>Match Funding Attracted</i>	Unknown							
<i>Budget held by:</i>	Strategy Lead: Mark Leeman							
<i>Awards Authorised by:</i>	Community Leadership Portfolio holder							
<i>Application/Award/Monitoring process:</i>	Application via relevant forms, decision follows relevant call in process, spending or outcomes not monitored							
Service Area/Budget	Voluntary Sector Organisation	SLA/Project Funding/Grant/informal agreement	2007/2008	2008/2009	2009/2010	2010/2011	Commitments 2011/2012	Commitments 2012/2013
109757	1st Wellington Scout Group	Voluntary sector grant			500			

109757	Albemarle Centre	Voluntary sector grant		1,000			1,663	
109757	Beyond the Gate	Voluntary sector grant	2,000	2,000				
109757	CAB	Voluntary sector grant		5,000				
109757	Compass Disability Services	Voluntary sector grant		2000	2,612	2,700		
109757	Cruse Bereavement	Voluntary sector grant	1,000	1000	1,000	1,000		
109757	Eco Youth Group	Voluntary sector grant		1050				
109757	Friends of Königsflutter Society	Voluntary sector grant		400	400	300		
109757	Friends of Lisieux	Voluntary sector grant	500					
109757	Hamilton Boxing Club	Voluntary sector grant			500			
109757	Home Furniture Trust	Voluntary sector grant	3,000	3,000				
109757	Kiddiewinks	Voluntary sector grant	500					
109757	Lisieux Civic Twinning Link	Voluntary sector grant	2,000		3,000		2,600	
109757	Lower Henlade Residents Assoc	Voluntary sector grant		450				
109757	Mind	Voluntary sector grant	1,000	1,000	1,500	1,000		
109757	Neighbourhood Care	Voluntary sector grant	4,000					
109757	North Taunton Partnership	Voluntary sector grant			1,014			
109757	Novas Scarman	Voluntary sector grant					2,000	
109757	Reminiscence Learning	Voluntary sector grant						
109757	Romani Gypsy Advisory Group	Voluntary sector grant	500					
109757	Saints Youth Club	Voluntary sector grant			480			
109757	Somerset Community Care Matter	Voluntary sector grant				500		
109757	Somerset Playing Fields Associati	Voluntary sector grant			600	600	600	
109757	St Margaret's Hospice	Voluntary sector grant						
109757	SUCH	Voluntary sector grant	1,500					
109757	Taunton Country Market	Voluntary sector grant			2,000			
109757	Taunton Hospital Radio	Voluntary sector grant	500					
109757	The Open Door (Taunton)	Voluntary sector grant			1,000			
109757	The Polish Association	Voluntary sector grant			1,000			
109757	Turners Allotments	Voluntary sector grant			200			
109757	Victim Support	Voluntary sector grant	1,500					
109757	Vitalise	Voluntary sector grant	1,077	500				
109757	Well Woman Centre	Voluntary sector grant						

109757	Wellington Town Council	Voluntary sector grant				1,000		
109757	Wellinton & District Healthy Living	Voluntary sector grant						
109757	Western Boys	Voluntary sector grant			600			
109757	WHERE	Voluntary sector grant						
109757	YMCA	Voluntary sector grant	3,000			3000		
109757	Taunton Voluntary Action	Voluntary sector grant				660		
109757	Priory Community Association	Voluntary sector grant				500		
109757	Somerset Waterways Developme	Voluntary sector grant				2,000		
109757	Blackdown Youth Club	Rural Deprived Area Fund				2,000		
109757	Stawley Rural Community Initiati	Rural Deprived Area Fund				1,400		
109757	Nynehead	Rural Deprived Area Fund				200		
109757	Churchinford General Stores	Rural Deprived Area Fund				1,400		

22,077	17,400	16,406	18,260	6,863	0
---------------	---------------	---------------	---------------	--------------	----------

<i>Name of VCS budget:</i>	COMMUNITY DEVELOPMENT: Arts Development Grants							
<i>Purpose of Budget:</i>	To enable art groups to provide community art projects							
<i>Annual Budget:</i>	£20,000							
<i>Match Funding Attracted</i>	Unknown							
<i>Budget held by:</i>	Community Development Lead: Scott Weetch							
<i>Awards Authorised by:</i>	Community Development Portfolio holder							
<i>Application/Award/Monitoring process:</i>	3 year SLA agreements made, due to expire in March 2012.							
Service Area/Budget	Voluntary Sector Organisation	SLA/Project Funding/Grant/informal agreement	2007/2008	2008/09	2009/2010	2010/2011	Commitments 2011/2012	Commitments 2012/2013

102188	Take Art	SLA			£7,625	£7,625	£7,625	
102188	Action Track	SLA			£2,500	£2,500	£2,500	
102188	Somerset Art Works	SLA			£1,750	£1,750	£1,750	
102188	Somerset Film	SLA			£3,140	£3,140	£3,140	
102188	Somerset Rural Music School	SLA			£4,000	£4,000	£4,000	
102188	SPAEDA	SLA			£500	£500	£500	
102188	Sport Aid Foundation	Grant		£300				
102188	Bath Place Traders Assoc	Arts Revenue Grant				£700		
102188	Richard Huish College -Rock Fest	Arts Revenue Grant			£1,000			
102188	Superact	Arts Revenue Grant			£100			
102188	10 Parishes Festival	Arts Revenue Grant			£1,500			
102188	Step Change	Arts Revenue Grant			£500			
102188	Landdance - Ella Huhne	Arts Revenue Grant			£500			
102188	Taunton Barbershop Harmony Clu	Arts Revenue Grant			£500			
102188	Public Art Community Engagemen	Arts Revenue Grant			£3,000			
102188	Somerset Music Day	Arts Revenue Grant			£1,000			
102188	Mobile stage equipment Bishops L	Arts Revenue Grant			£750			
102188	Street Jam	Arts Revenue Grant			£3,000			

0.00	£300	£31,365	£20,215	£19,515	£0
-------------	-------------	----------------	----------------	----------------	-----------

<i>Name of VCS budget:</i>	COMMUNITY DEVELOPMENT: Youth Initiatives Fund
<i>Purpose of Budget:</i>	To support community organisations to provide projects which seek to improve the lives, health and wellbeing of children and young people within Taunton Deane.
<i>Annual Budget:</i>	£41,228 (contributions from unparished area fund £15k + General fund £15k + £11,228 carried over)
<i>Match Funding Attracted</i>	Unknown
<i>Budget held by:</i>	Community Development Lead: Scott Weetch
<i>Awards Authorised by:</i>	Community Development Portfolio holder

Application/Award/Monitoring process:	Application via relevant forms, decision follows relevant call in process, no monitoring of spend.							
Service Area/Budget	Voluntary Sector Organisation	SLA/Project Funding/Grant/informal agreement	2007/2008	2008/09	2009/2010	2010/2011	Commitments 2011/2012	Commitments 2012/2013
Com Development	Tectona	Project funding				£10,800		
Com Development	Beyond the Gate	Project funding				£10,000		
Com Development	Stand Against Violence	Project funding				£30,000		
Com Development	Tectona (revised application)	Project funding				£3,650		
Com Development	YMCA	Project funding				£3,000		
Com Development	FUSE	Project funding				£6,000		
Com Development	Revive Youth Club	Project funding				£5,000		
Com Development	Holway LAT	Project funding				£2,790		
Com Development	Moving Together in Somerset	Project funding				£7,000		
Com Development	Halcon Youth Club	Project funding				£3,174		
			0.00	0.00	0.00	81,413.75	0.00	0

Name of VCS budget:	ECONOMIC DEVELOPMENT
Budget held by:	(e.g. Economic Development Lead)
Awards Authorised by:	Budget Holder (David Evans)
Purpose of Budget:	3 aims: Stimulating business and growth, ensuring skills and entrepreneurial workforce, creating an attractive business environment
Annual Budget:	Budget is split into two: Economic Development 103352 and Council's Reserves LABGI
Budget Amount:	Economic development 70,000 and Council's reserves (LABGI) 40,000 (one of payments normally tied in with planning applications.)
Application/Award/Monitoring process:	Application form and monitored as part of budget monitoring system on SAP

Service Area/Budget	Voluntary Sector Organisation	SLA/Project Funding/Grant/informal agreement	2007/2008	2008/09	2009/2010	2010/2011	Commitments 2011/2012	Commitments 2012/2013
Budget is split into two: Economic Development 103352 and Councils Reserves LABGI								
	Brewhouse	Grant (SLA in future)			202,000	152,000	152000	152000
	Young Enterprise + BIS	Grant (SLA in future)			5,000	10000	5000	5000
	Somerset Tourism Partnership	Grant (SLA in future)			25,000		0	0
	Job Clubs	Grant (SLA in future)			10,000			
	Priorswood Resource Centre	SLA			5,000	5,000	4,000	4,000
	The Link Centre	?			5,000	2,000	4,000	4,000
	The WHERE Centre	Contract not SLA			5,000	2,000	4,000	4,000
	10 Parish Arts Festival (guide & festival)	Grant				1,000		
	Wiveliscombe & Wellington Town Council	Grant				20,000	20,000	0
	Churches	Grant				9,500	9,500	0
					257,000	201,500	198,500	169,000

Name of VCS budget:	HOUSING
Budget held by:	<i>Steven Boland</i>
Awards Authorised by:	<i>Steven Boland</i>
Purpose of Budget:	<i>Help tenants (elderly and disabled)</i>

Application/Award/Monitoring process:	<i>(e.g. application form, lead decides, monitoring of spend on SAP)</i>							
Service Area/Budget	Voluntary Sector Organisation	SLA/Project Funding/Grant/informal agreement	2007/2008	2008/09	2009/2010	2010/2011	Commitments 2011/2012	Commitments 2012/2013
108929	Taunton Deane Association for Neighbourhood Care	SLA	10,000	10,000	10,000	10,000	10,000	10,000
	Prioswood Recource Centre	SLA	10,000	10,000	10,000	10,000	10,000	10,000
	Link Centre	SLA	10,000	10,000	10,000	10,000	10,000	10,000
	Tenant Forum	SLA	42,000	42,000	42,000	42,000	42,000	42,000
	Sheltered Housing	SLA	3,000	3,000	3,000	3,000	3,000	3,000
			75,000	75,000	75,000	75,000	75,000	75,000

Name of VCS budget:	Homeless prevention grants						
Purpose of Budget:							
Annual Budget:							
Match Funding Attracted							
Budget held by:	Please note that these grants are paid out of the CLG's Homelessness Grant. The money is not ring fenced to homelessness but there is an expectation from CLG that the Grant will be used for providing services to the homeless and preventing homelessness.						
Awards Authorised by:							
Application/Award/Monitoring process:							

Service Area/Budget	Voluntary Sector Organisation	SLA/Project Funding/Grant/informal agreement	2007/2008	2008/2009	2009/2010	2010/2011	Commitments 2011/2012	Commitments 2012/2013
Housing Options	Shelter	SLA					£6,000	
Housing Options	Open Door	SLA					£12,000	
Housing Options	Women's Aid	Informal					£5,000	
Housing Options	CAB	SLA					£6,200	
			0	0	0	0	29,200	0

Appendix 2 - Total Council Spend on VCS

Budget Holder	2011/2012	2012/2013	Notes
Strategy Unit	£235000	£200000	
Community Development – Arts Development	£20000	£12000	
Community Development – Youth Initiative Fund	£41228	£20000	
Community Development – Village Hall/Allotments	£46000	£46000	
Community Development – Parish Play Areas	£20000	£20000	
Economic Development	£198500	£169000	2012/13 Unconfirmed Figures include Brewhouse payment £152K
Housing – Tenants	£75000	£75000	2012/13 Unconfirmed
Housing – Homelessness	£29200	£29200	2012/13 Unconfirmed
Total Budget	£664928	£576200	

Appendix 3

Voluntary and Community Sector Funding 3 year Assessment Process

Year 1 – 2012/2013

July - Review of VCS Funding priorities criteria and guidelines for both SLA and small grant funding agreed/approved



August - Adverts placed inviting small grant applications and information made available on the website. VCS organisations that have been funded via SLA arrangements are contacted to come forward with requests for future funding.



November - Applications and requests for future SLA funding are received and checked for eligibility by relevant panel members from each service area. Eligible applications assessed against assessment criteria (using agreed matrix system) and scored



December - Panel meets to discuss applications received and review scoring. Applications that exceed the minimum required score are considered for funding. Panel discuss rationales and consider amounts of funding to be allocated and whether to fund through SLA's or small grants.



January – Small Grants: Relevant portfolio holders sign decision forms to be published in the Weekly Bulletin as part of the usual call in process
3 year SLA's: Recommended to Scrutiny and the Executive



February - All applying organisations informed of outcome of funding decisions



March – SLA and Small Grant Agreements are drafted and sent to all funded organisations for agreement.



April - Payment is made to all organisations

Years 2 and 3 – 2013/2014

June - Adverts placed inviting small grant applications for next round of funding and information made available on the website.



July - Applications and requests for future SLA funding are received and checked for eligibility by relevant panel members from each service area. Eligible applications assessed against assessment criteria (using agreed matrix system) and scored



August - Panel meets to discuss applications received and review scoring. Applications that exceed the minimum required score are considered for funding. Panel discuss rationales and consider amounts of small grant funding to be allocated.



August – Small Grants: Relevant portfolio holders sign decision forms to be published in the Weekly Bulletin as part of the usual call in process



September - All applying organisations informed of outcome of funding decisions



September – Small Grant Agreements are drafted and sent to all funded organisations for agreement.



October - Payment is made to all organisations



December - Adverts placed inviting small grant applications for next round of funding and information made available on the website.



January - Applications and requests for future SLA funding are received and checked for eligibility by relevant panel members from each service area. Eligible applications assessed against assessment criteria (using agreed matrix system) and scored



February - Panel meets to discuss applications received and review scoring. Applications that exceed the minimum required score are considered for funding. Panel discuss rationales and consider amounts of small grant funding to be allocated.



February – Small Grants: Relevant portfolio holders sign decision forms to be published in the Weekly Bulletin as part of the usual call in process



March - All applying organisations informed of outcome of funding decisions



March – Small Grant Agreements are drafted and sent to all funded organisations for agreement.



April - Payment is made to all organisations

Equality Impact Assessment – pro-forma

Responsible person	<i>Lisa Redston</i>	Job Title	<i>Strategy Officer, Strategy Unit</i>
Why are you completing the Equality Impact Assessment? (Please mark as appropriate)	Proposed new policy/service	VCS Funding Panel	
	Change to Policy/service		
	Budget/Financial decision – MTFP		
	Part of timetable		
What are you completing the Equality Impact Assessment on (which, service, MTFP proposal)	The Council has decided to establish a VCS Funding Panel.		
Section One – Scope of the assessment			
What are the main purposes/aims of the policy/decision/service?	The VCS Funding Panel (the panel) will be responsible for making recommendations to Councillors on the award of funding to the voluntary and community sector over a three year period from 2013 to 2016. The panel will be responsible for processing and assessing applications, making recommendations for funding, agreeing Service Level Agreements, and monitoring the funded organisations to ensure value for money.		
Which protected groups are targeted by the policy/decision/service?	There are no specific groups that are targeted by the panel. The panel will aim to ensure Council funding is used to help reduce or remove inequalities faced by vulnerable people, or those with protected characteristics.		
What evidence has been used in the assessment - data, engagement undertaken – please list each source that has been used The information can be found on....	<p>We have data on:</p> <p>Age and gender – mid year estimates 2010, however much of the data we hold on the other protected characteristics are based on 2001 data.</p> <p>Number of small grant applications that aim to help those with protected characteristics over the last 5 years.</p> <p>Performance data and annual reports from those organisations that are funded by SLAs that record data on service users with protected characteristics.</p> <p>The council holds a range of reports and evidence that identifies the needs of different protected groups such</p>		

	<p>as:</p> <p>The Woman’s Equality Network in Somerset research report – 2011</p> <p>Somerset Black Development Agency research report – 2011</p> <p>Quality of Life survey (disabled people)</p> <p>TDBC Disabled consultation with the TD Disability Discussion Group.</p> <p>Priority Area Strategy – Public consultation in North Taunton and Taunton East – 2011</p>
<p>Section two – Conclusion drawn about the impact of service/policy/function/change on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality</p>	
<p>The proposal to establish a VCS Funding Panel is a result of a review of the current grant and SLA funding systems across the Council.</p> <p>The review identified that the current methods used to award funding, lacked consistency and transparency, and that decisions were made by individual service areas without full consideration of other streams of funding across the authority.</p> <p>The proposed aims of the VCS Funding Panel are</p> <ul style="list-style-type: none"> • To introduce a single, transparent and efficient way of allocating grant aid across the Authority • To align application and award processes across the authority • To ensure all VCS organisations are treated fairly and equally. • To ensure that TDBC is compliant with the Somerset Compact • To ensure value for money by reducing duplication and ensuring effective delivery of the councils Corporate Aims through Voluntary Sector resources. <p>The panel will be responsible for making funding decisions/recommendations and allocating council resources. Increased transparency will be partly achieved through the use of a scoring matrix to assess funding applications.</p> <p>There is a risk to some VCS groups (and their service users) that their funding would be reduced or removed, or that some groups may receive increased funding. These decisions could potentially have an impact on those with protected characteristics or vulnerable people within the Community.</p> <p>To mitigate these risks, when making decisions/recommendations, the panel will need to be mindful of reducing negative impact and reducing inequalities in the community during the assessment process.</p> <p>Membership on the Panel should aim to be representative of the community or members should be able to provide insight into the needs of different groups within the community.</p>	

The Council has the ability, through the new Funding Panel, to promote equality through new funding agreements and service specifications with the Voluntary Sector to ensure that their services are accessible and inclusive and meet the priority needs of the Community.

I have concluded that there is/should be:

No major change - no adverse equality impact identified	
Adjust the policy/decision/service	The panel must ensure that the equality actions mentioned in the (action planning table below) are written into their applications, award and monitoring processes.
Continue with the policy/decision/service	
Stop and remove the policy/decision/service	

Reasons and documentation to support conclusions

Section four – Implementation – timescale for implementation

The VCS Funding panel will meet between May 2012 and July 2012 to agree the responsibilities of the panel, and to establish the practises and processes to be used during application, award and monitoring stages. Applications for 2013/2014 funding will be invited in July 2012, with recommendations being made to Member is December 2012.

Section Five – Sign off

Responsible officer	Management Team
Date	Date

Section six – Publication and monitoring

Published on

Next review date	Date logged on Covalent
------------------	-------------------------

Action Planning

The table should be completed with all actions identified to mitigate the effects concluded.

Actions table						
Service area	VCS Funding Panel			Date	22 nd March 2012	
Identified issue drawn from your conclusions	Actions needed	Who is responsible?	By when?	How will this be monitored?	Expected outcomes from carrying out actions	
Panel members must be representative of the community or have insight into the needs of different groups within the community	Ensure the Panel members qualify					
Panel members must have received Equality and Diversity training within the last 3 years	Ensure the Panel members qualify					

<p>Eligibility criteria and scoring must reflect accessibility, inclusivity and helping those who are vulnerable because of their circumstances.</p>	<p>Build questions on inclusivity and accessibility into the application form.</p> <p>Agree on weighting for supporting those who are vulnerable due to their protected characteristics into the scoring mechanism.</p>				
<p>Panel members must complete Equality Impact Assessments during decision making</p>	<p>Ensure EIA's are built into the decision making and recommendation process.</p>				
<p>Ensure funded organisations are meeting Equality legislation and have good monitoring practises through SLA specifications</p>	<p>Build Equality clauses into any grant funding or service level agreement.</p> <p>Advise funded organisations to properly monitor the number of people the assist and their protected characteristics or to provide case studies of successes within the project.</p>				

11/04/2012, Report:Proposed new swimming pool at Blackbrook Sports Centre, Taunton

Reporting Officers:Simon Lewis

11/04/2012, Report:Voluntary Sector Grants and Service Level Agreements for 2012/2013

Reporting Officers:Lisa Redston

02/05/2012, Report:Development of a Corporate Business Plan 2012/2013 to 2014/2015

Reporting Officers:Simon Lewis

11/07/2012, Report:2011/2012 Budget Outturn Report

Reporting Officers:Paul Fitzgerald

11/07/2012, Report:Localism Act 2011 - Discretionary Rate Relief

Reporting Officers:Heather Tiso,Paul Harding

11/07/2012, Report:Potential Relocation of Priory Depot, Taunton

Reporting Officers:Brendan Cleere

11/07/2012, Report:Somerset West Local Lettings Agency Report

Reporting Officers:Vikki Hearn

11/07/2012, Report:New Cremators and Mercury Filtration Project

Reporting Officers:James Barrah

10/10/2012, Report:Community Infrastructure Levy - Draft Charging Schedule and Affordable Rent

Reporting Officers:Nick Bryant

10/10/2012, Report:Halcon North Review of Regeneration Proposal

Reporting Officers:Alison North

14/11/2012, Report:Taunton Deane Borough Council Local Council Tax Support Scheme

Reporting Officers:Paul Harding

14/11/2012, Report:Draft Corporate Business Plan

Reporting Officers:Simon Lewis

14/11/2012, Report:Community Infrastructure Levy

Reporting Officers:Nick Bryant

14/11/2012, Report:Housing Revenue Account 30 Year Business Plan Review

Reporting Officers:James Barrah

14/11/2012, Report:Fees and Charges Report

Reporting Officers:Maggie Hammond

14/11/2012, Report:Funding to support Somerset County Cricket Club development
Reporting Officers:Joy Wishlade

05/12/2012, Report:2013/2014 Provisional Budget Proposals and Savings Plans
Reporting Officers:Paul Fitzgerald

05/12/2012, Report:2013/2014 Council Tax Base
Reporting Officers:Paul Fitzgerald

05/12/2012, Report:Quarter 2 Performance Report
Reporting Officers:Dan Webb

07/02/2013, Report:2013/2014 Capital Programme Estimates
Reporting Officers:Paul Fitzgerald

07/02/2013, Report:2013/2014 Housing Revenue Account Estimates
Reporting Officers:Paul Fitzgerald

07/02/2013, Report:2013/2014 General Fund Revenue Estimates
Reporting Officers:Paul Fitzgerald

07/02/2013, Report:2013/2014 Council Tax Setting
Reporting Officers:Paul Fitzgerald