

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 16 January 2013 at 18:15.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Executive held on 5 December 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 Council Tax Base 2013/2014. Report of the Financial Services Manager (Southwest One) (attached).
Reporting Officer: Paul Fitzgerald
- 6 Business Rates Retention and National Non-Domestic Rates Return 1 2013/2014. Report of the Financial Services Manager (Southwest One) (attached).
Reporting Officer: Paul Fitzgerald
- 7 Taunton Deane Borough Council Asset Management Plan 2013/2014 to 2015/2016. Report of the Asset Planning Manager (Southwest One, Property and FM) (attached).
Reporting Officer: John Sumner
- 8 Introduction of the Community Infrastructure Levy (CIL) in Taunton Deane – Consultation Responses on Preliminary Draft Charging Schedule and Proposed Amendments. Report of the Policy Lead Officer (attached).
Reporting Officer: Phil Bisatt
- 9 Corporate Business Plan 2013/2014 to 2015/2016. Report of the Strategy Manager (attached).
Reporting Officer: Simon Lewis
- 10 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

05 March 2013

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 – 5 December 2012

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

Officers: Penny James (Chief Executive), Shirlene Adam (Strategic Director),
Richard Sealy (Corporate and Client Services Manager), Maggie Hammond
(Strategic Finance Manager), Paul Fitzgerald (Financial Services Manager,
Southwest One), Dan Webb (Performance Lead), Tonya Meers (Legal and
Democratic Services Manager) and Richard Bryant (Democratic Services
Manager and Corporate Support Lead).

Also present: Councillors Coles, Horsley and A Wedderkopp.

(The meeting commenced at 6.15 pm.)

87. Apology

Councillor Edwards.

88. Minutes

The minutes of the meeting of the Executive held on 14 November 2012, copies of which had been circulated, were taken as read and were signed.

89. Revenues and Benefits Service Feasibility Study

Considered report previously circulated, concerning the feasibility of bringing the Revenues and Benefits service back in-house in response to the forthcoming changes which were likely through the Government's proposals for Welfare Reform and the localisation of Business Rates.

The Government was currently implementing significant changes for Benefits and Local Taxation which included:-

- introducing a new local Council Tax Support Scheme from April 2013 (to replace Council Tax Benefit);
- no longer considering new Housing Benefit claims from working age people. Such claims would be taken on by the Department of Work and Pensions under Universal Credit;
- from early 2014 the phased migration of existing Housing Benefit claims from working age people;
- from Autumn 2014 the phased take on of housing support under Pension Credit for those of pensionable age;
- greater local flexibility for Council Tax discounts and exemptions; and
- partial localisation of Business Rates.

These changes would take place over the next four years during which it was anticipated there would be significant changes in workload for the Revenues and

Benefits service coupled with an overall cut in the Government grant that was received to administer benefits.

It was clear these legislative changes would require the Council to make significant changes to the Revenues and Benefits service and consequently to the contractual arrangements that existed with Southwest One for providing these services.

Three key objectives for the Council as to how the legislative changes in the Revenues and Benefits service should be carried out had been identified. These were:-

- i) To minimise the cost to the Authority and the impact on customers of implementing the changes to the Benefits and Local Taxation Regulations;
- ii) To maximise the Council's flexibility to manage the Revenues and Benefits service resources through the period of significant change; and
- iii) Look to reduce the costs to the Council of delivering the Revenues and Benefits service.

There were two broad options for accommodating these changes within the contract with Southwest One which had been tested against these objectives. These were:-

Option 1 - Changing the pricing model within the contract to provide a pricing structure that could keep pace with a rapidly changing environment and varying workloads, while ensuring we maintained service delivery; or

Option 2 - Return the Revenues and Benefits service to in-house service provision through the service termination provisions built into the contract.

Both options had been discussed with Southwest One. In the absence of being able to identify a realistic, flexible pricing structure, which would allow the Council to keep the service in Southwest One and vary the price to accommodate the, as yet, unknown fluctuations in workload and grant funding, it had been agreed that Option 2 would be the most effective solution to allow Taunton Deane to meet the objectives outlined above.

As a result a detailed study into the feasibility of bringing the service back in-house had been undertaken which had considered the financial, contractual and staffing implications of terminating the Revenues and Benefits service.

Agreement in principle with Southwest One about the key changes required and discussions were continuing to agree the fine detail. The results were outlined below:-

Financial implications

The financial changes required and the implications of these changes had been examined in detail and a summary of the financial implications of terminating the Revenues and Benefits service was set out in the confidential appendix attached to the report.

It had been concluded that it would be feasible to make this change from a financial perspective and to do so would not be prejudicial to the Council's overall budget position.

Contractual implications

Reported that the contract with Southwest One had been reviewed and specialist legal advice had been taken to identify the contractual changes required and the implications of changing the contract. A summary of the contractual implications was set out in the confidential appendix attached to the report.

It had been concluded that it was feasible to terminate the Revenues and Benefits service within the terms of the contract and to amend the contract to reflect this change.

Implications for staff

There were currently 39 Taunton Deane staff seconded to the Revenues and Benefits service within Southwest One. If it was decided to terminate the service these staff would de-second in accordance with the terms of the Staffing Agreement. They would lose their right to 'assured employment' at the point that their secondments ended.

In addition Southwest One currently employed nine 'direct-hire' staff within Revenues and Benefits. The TUPE Regulations 2006 would apply to direct-hire staff in the service at the point of transfer.

Any termination of the service would be a significant change for staff. Therefore a formal consultation exercise had been conducted with the potentially affected staff, the results of which were reported.

The Chairman read out a statement from the staff who had stated that "they were supportive of the recommendations contained in the report. If it was decided to terminate the Revenues and Benefits part of the contract with Southwest One, all staff would be keen to ensure a smooth transition back to Taunton Deane. Maintaining excellent service for the Council's customers would remain top priority as delivery took place against the challenges of the Welfare Reform and Localisation agendas".

Should the Council support the recommendation to return the services to Taunton Deane, a full change and transition plan would be developed in conjunction with Southwest One to support staff during the transfer.

In addition, the Retained HR Manager was keeping the union regularly briefed on progress via the Unison Change Forum. Unison had been involved in the staff consultation exercise and its comments were reported.

Southwest One was keeping their direct-hire staff within the Revenues and Benefits Service briefed through the Southwest One Staff Council.

Further reported that any significant change to the Southwest One contract could have potentially significant implications for the ongoing viability of the partnership as a

whole. As such, all of the partners had been engaged and the reasons for seeking the proposed change had been explained to them.

Revenues and Benefits was however a service which was only delivered by Southwest One for Taunton Deane and consequently its removal from the contract was unlikely to impact on service delivery by Southwest One to the other partners.

Having concluded that it would be feasible to bring the Revenues and Benefits service back to Taunton Deane it was felt that this should ideally take place on 1 April 2013.

If the decision to proceed was taken by the Council, the next steps would be:-

- to finalise and agree the contract and financial changes with Southwest One; and
- to draft and jointly implement with Southwest One an exit plan which would include a detailed change and transition plan to support staff through the transfer process.

A provisional high level timetable for exit was submitted for the information of Members.

Reported that this issue had been considered by the Corporate Scrutiny Committee on 26 November 2012 who supported the findings of the feasibility study.

Resolved that Full Council be recommended to:-

- i) Approve in principle the termination of the Revenues and Benefits element of the Southwest One contract; and
- ii) Delegate authority to the Group Leaders, Chief Executive, Section 151 Officer, the Solicitor to the Council and the Corporate and Client Services Manager to decide when to issue the formal termination notice for the Revenues and Benefits service once agreement had been reached with Southwest One regarding the financial and contractual changes required to the contract.

90. **Earmarked Reserves Review**

Considered report previously circulated, concerning the review of a number of earmarked reserves held by the Council for various purposes.

The level of earmarked General Fund reserves as at 31 March 2011 was £7,072,000. This included money set aside for specific revenue purposes, but did not include the £3,336,000 in General Fund balances.

The Strategic Finance Manager had recently reviewed the earmarked reserves to ensure that the level of each reserve was adequate and that the purpose for which the funds were set aside still applied.

As a result of this review, there were various earmarked reserves, totalling £298,819.52, that were no longer required. Details of these reserves were submitted for the information of Members.

This matter had been discussed by the Corporate Scrutiny Committee at its meeting on 26 November 2012. Although the Committee agreed with the recommendation to transfer the above reserves into their corresponding general fund, Members asked for a further report to be submitted on the specific earmarked reserves listed below:-

- CEO Initiatives;
- Self Insurance Fund;
- Youth Homelessness Fund;
- Performance and Client Consultancy; and
- Growth and Regeneration Service Costs.

Resolved that Full Council be recommended to transfer £59,167.44 of surplus earmarked reserves to the General Fund Reserve and £239,652.08 to the Housing Revenue Account Reserve in the 2012/2013 financial year.

91. **Fees and Charges 2013/2014**

Considered report previously circulated, which set out the proposed fees and charges for 2013/2014 for the following services:-

- Cemeteries and Crematorium – It was proposed to increase the main cremation fee by £18 to £608 and make minor increases for other charges within the service. It was estimated that this would generate additional income of £39,600;
- Waste Services – The Somerset Waste Partnership was keen to harmonise the charges for garden waste, bulky waste and bin delivery across the County. To do so would require Taunton Deane to make slight increases to the charges for garden waste bins (£42.50 to £45) and bulky waste collection (£36.50 to £38.15). To be prudent and allow for loss of take up of this service it was assumed that there would be no additional income as a result of these changes;
- Land Charges – It was proposed to keep Land Charges fees the same as the current year. This was in line with Government expectations that the service should break even;
- Housing – The proposal was to increase charges by 2.6% (September Retail Price Index (RPI)) with two exceptions:-
 - 1) Garage rents for private tenants and owner occupiers had been increased by 5%; and
 - 2) Hire charges for the sheltered scheme meeting halls and hire charges for sheltered scheme guest rooms had not been increased, although they

had been rounded up to the nearest 10p. This was to increase take up of the facilities.

It was estimated that this would generate additional income of £34,600 for the Housing Revenue Account;

- Deane Helpline - The Deane Helpline fees would be increased by September RPI. It was estimated that the Deane Helpline charges would generate additional income of an estimated £34,000. The additional income would not however add income to the budget due to a current under achievement of budget.
- Licensing – Many licensing fees were set by the Government so increases under local arrangements were not possible.

Where there was local flexibility to set fees, work had taken place to ensure that the Council's costs in administering and enforcing such licenses were adequately met from the subsequent income received, that fees were reasonable and any not paid on time were fully pursued.

Noted that great care had to be taken to set an appropriate rate as many of the licensing fees and charges were deliberately balanced. If rates went up too much, this could easily suppress the market and lead to an overall reduction in income. It could also encourage more illegal and therefore unregulated trading resulting in greater risks to public safety.

It was recommended that licensing fees were increased as set out in the report. All fees, except taxi fees, that were set under local powers were proposed to increase by an inflation factor of 3% which was likely to generate an additional income of £2,500.

Further reported that following a challenge from the taxi trade a highly detailed analysis of the projected costs and income of the taxi licensing regime had been undertaken. This had shown that efficiencies in the computer system and procedures were expected to reduce the process time for all application types and reduce the amount of time taken on the administration and enforcement for the regime.

The results had also shown that the estimation of costs in some areas were higher than the current fees charged. For the next financial year it was recommended that fees were re-set at the levels identified by the analysis to achieve the updated assessment of reasonable cost recovery.

Whilst the proposed changes would lead to some fees increasing and some decreasing, the overall level of income from taxi licensing was expected to be similar to current levels.

It was intended that over the next year the same level of analysis would also be applied to all other licensing fees where local flexibility existed so that both Members and service users could continue to be satisfied that fees were reasonable and in compliance with the appropriate legislation.

- Planning – It was proposed to increase pre-application advice and charges which would generate additional income of an estimated £4,000;
- Car Parking Charges – The fees and charges relating to the Car Park Service would be discussed outside the scope of the report;
- Environmental Health – It was proposed to increase the charges for Pest Control from 1 April 2013 as detailed in the report;
- Recovery of Court Costs – Reasonable costs could be added to debts if recovery was assisted through the Magistrate’s Court. The charge for a summons would remain at £63.50 and the charge for a liability order would remain at £10;
- Charging for Housing Act Notices and Immigration visits - The Somerset West Private Sector Housing Partnership intended to charge for the service of formal Housing Act 2004 Notices, namely Improvement and Prohibition Notices. A charge which covered the minimum costs involved would be made in respect of the 10 formal Notices a year likely to be required.

The Partnership had also recommended the introduction of charging for Immigration visits to provide evidence that applicants had suitable housing accommodation within the United Kingdom. The charge would be a flat fee of £129 for each of the expected five inspections per year.

This matter had been discussed by the Corporate Scrutiny Committee at its meeting on 26 November 2012 when no comments on the proposals had been made.

Resolved that Full Council be recommended to approve the proposed fees and charges, for 2013/2014.

92. **Financial and Performance Monitoring – Quarter 2 2012/2013**

Considered report previously circulated, concerning the update on the financial position and the performance of the Council to the end of Quarter 2 of 2012/2013 (as at 30 September 2012).

The detailed 2012/2013 financial position for Quarter 2 was set out in the report although a high level summary was also included in the Scorecard. The monitoring of the Corporate Strategy, service delivery, performance indicators and budgets was an important part of the overall performance management framework.

The current forecast outturn for the Council’s General Fund services was an under spend of £595,000 for the financial year 2012/2013. The significant variances to the forecast in this quarter were:-

- a) **Car Parking Income:** Under recovery of income of £548,000;
- b) **Council Tax Benefit:** Over recovery by £104,000;

- c) **Somerset Waste Partnership:** Under spend of £107,000.
- d) **Vacancy Factor:** A saving of £65,000.
- e) **Pay Award:** A saving of £69,000.
- f) **Interest Payable:** An under spend of £226,000 was forecast.
- g) **Interest Receivable:** The Council was likely to receive more interest on General Fund investments than originally budgeted for by £244,000.

Details as to why these variances had occurred were submitted.

Reported that the General Fund Reserves balance at the start of the year was £3,337,000.

Likely movements in the current year were reported which meant that the projected balance at the end of the current financial year was £3,168,000 based on budget approvals, before considering any potential over or under spend in the current year.

Noted that budgets and forecasts were based on known information and the best estimates of future spending and income of the Council. The income and expenditure of the Council over the financial year was estimated by the budget holders in the Council and then reported through the budget monitoring process. During this process, risks were identified which could affect the financial projections but the likelihood and/or amount were uncertain. Details of a number of risks identified during the Quarter 2 process were provided.

Further reported that the current forecast outturn for the Council's Housing Revenue Account (HRA) was an under spend of £827,950 for the current financial year, before any increase in the budgeted allowance for repayment of capital debt or increased investment in housing standards and growth.

The significant variances to the forecast in this quarter were:-

- a) **Interest Payable:** The forecast under spend was estimated to be £928,100. This was because the actual rate of interest payable rate on the new self-financing loan was not confirmed until after the budget was set, and was eventually obtained at a much lower rate than previously anticipated.
- b) **Interest Receivable:** The forecast over spend was estimated to be £110,250, due to receiving less interest on HRA investments than originally budgeted for.

However, it was anticipated that this net under spend of £817,850 should be retained and approval sought to reinvest this into the Social Housing Development Fund.

The HRA General Reserves "working balance" at the start of the year was £1,355,000. The projected balance at the end of the current financial year was currently £1,843,000 taking into account planned transfers to/from reserves within the original budget.

The year end outturn position for the Deane DLO Trading Account was likely to be an under spend of approximately £161,000. This is mainly due to a forecast under spend on contractor and agency costs, plus a reduction in Southwest One contract payments due to the return of the budget for Stores Staff to DLO.

Noted that there were no variances to the Deane Helpline Trading Account to report.

The current forecast outturn for the Council's General Fund Capital Programme was Net Expenditure of £5,722,000, compared to the budget of £6,634,000. The forecast under spend is therefore £912,000 (13.75%) for the financial year, which related entirely to slippage on projects into 2013/2014.

The forecast variances for the year were in the following areas:-

- a) **Project Taunton – Castle Green;**
- b) **Grants to Registered Social Landlords;**
- c) **DLO System;**
- d) **Project Taunton – Longrun Meadow Bridge C; and**
- e) **PC Refresh Project**

Details as to why these variances had occurred were submitted. The main areas of risk and uncertainty in the General Fund capital programme were submitted for information.

The current forecast outturn for the Council's Housing Revenue Account Capital Programme was net expenditure of £5,192,000 against a budget of £5,500,000. This comprised a number of variations across a range of 'Major Works' programmes.

The main areas of risk and uncertainty in the Housing Revenue Account capital programme were detailed in the report and related to Cladding, Fascias and Soffits, Disability Discrimination Act Work and Heating.

Analysis of the overall performance of the Council had revealed that 60% of all performance measures were on target. This was a slightly worse position compared to the previous quarter (Quarter 1 was 65%) as although there were fewer 'Red' alerts, there were 11 more 'Amber' alerts (indicating 'some concern' in these areas). A summary / overview of the Quarter 2 scorecard was shown in the table below:-

Section	No. of measures	☺ Green	☹ Amber	☹ Red	N/A	Trend (from last quarter)
1) Corporate Strategy Aims	18	13 (72%)	3 (17%)		2 (11%)	↓
2) Service Delivery	15	9 (60%)	5 (33%)	1 (7%)		↓
3) Managing Finances	12	7 (58%)	3 (25%)	2 (17%)		↔
4) Key Projects	6	3	3			↓

		(50%)	(50%)			
5) Key Partnerships	8	6 (75%)	2 (25%)			↑
6) People	6	2 (33%)	3 (50%)		1 (17%)	↔
7) Corporate Management	10	5 (50%)	5 (50%)			↑
TOTALS	75	45 (60%)	24 (32%)	3 (4%)	3 (4%)	↓

KEY:

↑ = Improving (ie more Green, less Amber &/or Red alerts)

↓ = Worsening (ie less Green, more Amber &/or Red)

↔ = No change

The current corporate performance scorecard had been introduced in 2009/2010 and had remained largely unchanged since then. Once the new Corporate Business Plan was approved, the Corporate Management Team would conduct a full review of the scorecard and recommended changes would then be discussed with Members in workshops before the end of the financial year.

It was envisaged that a refreshed corporate scorecard would be implemented from the Quarter 1 report in the 2013/2014 financial year.

Resolved that the report be noted.

93. **Taunton Deane Borough Council's Grants Panel Recommendations for Voluntary and Community Sector Service Level Agreement payments for financial year 2013/2014**

Considered report previously circulated, concerning a number of recommendations made by the Grants Panel concerning the allocation of Voluntary and Community Sector (VCS) funding for the 2013/2014 financial year.

Taunton Deane Borough Council (TDBC) provided financial support to a wide range of VCS organisations that helped deliver the Council's Corporate Priorities and met wide ranging community needs.

A total of £582,300 had been released to the VCS in 2012/2013. Funding was awarded to the VCS through five main service areas:-

- Strategy and Performance;
- Community Development;
- Economic Development;
- Housing; and
- Community Leisure.

The Council recognised the vital role the VCS played in providing services and advice to the community. They engaged and empowered local people and reached groups and individuals who might be marginalised or disadvantaged.

With a reduction in levels of service across the County, Taunton Deane recognised that the VCS were playing an increasing role in the delivery of services.

The Grants Panel had been formed to ensure that the Council had an overview of all VCS spending across the authority. The allocation of funding was proposed by the relevant Service Area Managers or Lead Officers and presented to the Grants Panel for discussion in November for the following financial year.

The following tables provided information on VCS funding recommendations for 2013/2014. It was the intention that all organisations due to receive funding would have a robust Service Level Agreement in place from 1 April 2013.

Strategy and Performance VCS funding

	Commitments 2012/2013	Recommendations 2013/2014
Citizens Advice Bureau	85,900	85,900
Community Council for Somerset	5,700	5,700
Accessible Transport (Taunton Deane Community Transport and Slinky)	9,400	Withdraw
Taunton Voluntary Action	24,900	24,900
North Taunton Partnership	5,000	5,000
Taunton East	5,000	5,000
Wiveliscombe Area Partnership and Wivey Link	32,900	31,900
Small VCS Grants	26,200	22,010
TBA dependant on decision to withdraw Accessible Transport Funding	n/a	9,400
TBA due to reduction in WAP funding		1,000
	195,000	190,810

The Grants Panel had raised the following concerns regarding the funding of the Accessible Transport Service provided by Somerset County Council (SCC):-

- SCC had not been able to provide proof that services were being delivered that benefitted residents of Taunton Deane;
- Community Transport remained a Somerset County Council responsibility; and
- SCC did not request the funding at the beginning of the financial year which raised doubt that there was a need for the funding.

As there were greater priority areas and community needs that could be met through the use of this funding, the Panel had recommended that the funding should

be withdrawn. If this proposal was accepted, an Impact Assessment would be carried to assist Councillors in making their final decision as to whether to withdraw this funding altogether from April 2013.

Community Development – Community Art Grants

	Commitments 2012/2013	Recommendations 2013/2014
Take Art	5,750	5,750
Actiontrack Performance Company	1,955	1,955
Somerset Art Works	1,380	1,380
Somerset Film	2,415	2,415
SPAEDA	500	500
	12,000	12,000

Economic Development

	Commitments 2012/2013	Recommendations 2013/2014
Brewhouse	152,000	152,000
Vista (Job Clubs)	12,000	12,000
Taunton Town Centre Company	42,700	TBC 42,700
	206,700	206,700

The Grants Panel had concerns regarding the specified services to be delivered by the Taunton Town Centre Company and the related performance targets which required further clarification from the Economic Development Manager. The Grants Panel was not recommending the approval of this grant until further investigation had taken place.

Housing – Housing Revenue Account

	Commitments 2012/2013	Recommendations 2013/2014
North Taunton Partnership	10,000	10,000
Link Partnership	10,000	10,000
Tenants Forum	45,000	45,000
Wiveliscombe Area Partnership	Na	1000
	65,000	66,000

Housing – Homelessness Prevention Grant from the Department of Communities and Local Government

	Commitments 2012/2013	Recommendations 2013/2014
Shelter	Yet to be agreed	TBA
Open Door	12,000	TBA
TDBC Rough Sleeping Co-ordinator Post	15,000	15,000
YMCA, Bridgwater Homes Scheme	50,000	End of SLA
Pathways to Independence Youth Housing Service	n/a	50,000
TAH Outreach Worker	7,500	7,500
CAB – MAAP project	6,000	TBA
	90,500	72,500

The Department for Communities and Local Government had confirmed that the Council was likely to receive an annual grant of £122,280 for the next two years for the prevention of homelessness.

Negotiations for the allocation of this grant funding were currently underway. Therefore the proposals at this stage could not be confirmed.

Reported that it was probable that Shelter would cease to function as before in March 2013, with services being reduced to a telephone helpline, or the service being withdrawn altogether. In return for its funding, Shelter had provided a Housing Solicitor to run a court desk service to assist those at risk of becoming homeless and training for Taunton Deane's Housing Officers.

The Housing Service was currently negotiating with other service provider's as to an alternative means of providing advice and assistance to those who were homeless or at risk of becoming homeless.

It was likely that the funding for the specific Multi Agency group currently administered by the CAB would be withdrawn and replaced with alternative services as a result of current negotiations.

Community Development – TDBC Youth Fund

	Commitments 2012/2013	Recommendations 2013/2014
Youth Fund	20,000	20,000 (25,000)
Somerset County Council Youth Windfall		29,495
	20,000	49,495 (54,495)

The 2012/2013 Youth Fund totalled £20,000, made up of £15,000 from the Taunton Unparished Area Fund and £5,000 from the General Fund. 22 applications totalling £63,600 were received for projects spread across the whole of Taunton Deane. However, due to the make up of the fund it was felt by both officers and Members of the Community Scrutiny Committee and the Executive that this gave an unfair advantage to projects from the urban (unparished) areas of Taunton.

Although budgets for the next financial year have not yet been confirmed, it was anticipated that the Youth Fund for 2013/2014 would be made up of the same contributions as this year.

Further reported that SCC had offered to contribute some funds to the Youth Fund next year which had been earmarked for youth club provision in Taunton Town Centre, namely the Chestnut Tree.

As this project had not come to fruition, SCC had gifted this funding to the Youth Fund with the request that priority be given to projects providing youth work on estates and projects which could demonstrate a commitment to future sustainability.

Whilst this one-off windfall was appreciated, it did not address the disproportionate make up on the Youth Fund from Taunton Deane budgets, and the unfair advantage this gave projects from the urban areas of Taunton.

Therefore, the Grants Panel had requested the Executive to consider increasing the contributions to the Youth Fund so that more General Fund money was available, thus helping to ensure that all projects across the district had a fair chance when submitting an application.

Reported that the Somerset Compact requested authorities wherever possible to provide a longer term commitment to the Voluntary and Community Sector to enable it to plan ahead and ensure that their services were sustainable into the future.

As a result of its recent meeting, the Grants Panel had made the following recommendations:-

- That the proposals for the allocation of funding, as listed above, be supported;
- That an Impact Assessment be carried out on the withdrawal of funding from the Somerset County Council Accessible Transport;
- That the General Fund contribution to the Youth Fund be increased from £5,000 to £15,000 to even out the geographical balance of projects that could be supported across Taunton Deane; and
- That all Service Level Agreements be signed for a three year period (wherever possible) and that there was a commitment from Taunton Deane to not consider those particular funding arrangements as budget savings during the three year period.

During the discussion of this matter, the Executive felt the first two recommendations, as drafted, were acceptable. However, with regard to the third recommendation this would need to be considered as part of the Budget setting considerations for the 2013/2014 financial year.

As to the final recommendation, the Executive acknowledged that it would be the ideal situation if all Service Level Agreements could be protected from budget savings during their three year duration. However, in the current economic climate this would be difficult to achieve.

It was noted though that there was already a caveat within all Service Level Agreements that the Council would be able to withdraw or reduce funding with three months written notice at any point during the period of the agreement. This would allow the authority some security in case of it being absolutely necessary to make savings.

Resolved that:-

- (1) The proposals for the allocation of funding, as listed above, be supported;
- (2) An Impact Assessment be carried out on the withdrawal of funding from the Somerset County Council Accessible Transport;
- (3) The recommended increase in the General Fund contribution to the Youth Fund be considered during the forthcoming Budget setting process; and
- (4) It be noted that the Executive wished to support the aspiration of entering three year funding agreements and would offer clarity on the level of funding following the Corporate Business Plan process in 2013.

94. **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 8.11 pm.)

Taunton Deane Borough Council

Executive – 16 January 2013

Council Tax Base 2013/2014

Report of the Financial Services Manager (Southwest One)

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

1 Executive Summary

The Executive is requested to approve the Local Council Tax Base for 2013/14, at **37,280.60** Band D Equivalentents.

The Council Tax Base Regulations have been updated this year to reflect the introduction of the council tax reduction scheme, which sees local Council Tax Support replacing the current Council Tax Benefit system from April 2013. Under the new regulations the effect Council Tax Support discount is included in the Tax Base calculation.

The Tax Base for 2013/14 also takes into account the changes approved by Council in December 2012 related to Class A Exemption, Class C Exemptions, Long term empty properties premium and removal of Second Homes discount.

2 Background

- 2.1 The purpose of this report is to request approval by the Executive of the Council Tax Base for the Borough and for each Parish for 2013/14 financial year.
- 2.2 The tax base must be calculated for each financial year and is used to determine the band D council tax for the year, and is calculated in accordance with the requirements of the *Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012*.
- 2.3 In addition to the requirements set out in previous regulations, these regulations require the tax base to be adjusted to take into account the effect of council tax support discounts awarded under local council tax reduction schemes and for premiums charged on long-term empty properties.

- 2.4 The Tax Base has to be set between 1 December and 31 January each year.
- 2.5 The approved Tax Base also has to be notified to the County Council, the Police Authority, the Fire Authority, and to each of the parishes for their own tax setting purposes.

3 Calculating the Tax Base

- 3.1 The Council Tax Base is effectively an estimate of the number of council tax dwellings in a billing authority's area. For 2013/14, this starts with the Band D equivalent of the properties included in the Valuation Officer's banding list as at 10 September 2012, which is then adjusted for the effect of discounts and exemptions, properties being in different valuation bands and the billing authority's anticipated collection rate, expressed as the number of band D equivalent dwellings. Adjustments have also been included for an estimate of new dwellings and for initial void exemptions for empty properties.
- 3.2 The calculation this year also reflects the changes approved by Full Council on 11 December 2012, related to Class A Exemption, Class C Exemptions, Long term empty properties premium and removal of Second Homes discount.
- 3.3 The non-collection rate (or provision for losses on collection) has been estimated at 1.75%. This is an increase compared to 2012/13 (1.0%) and reflects increased risks under the local Council Tax Support system, other welfare reforms, and continuing wider economic pressures on household income.
- 3.4 The recommended Tax Base for 2013/14 is **37,280.60** Band D Equivalents. This is lower than the Base for 2012/13 (41,216.39) mainly reflecting the introduction of Council Tax Support discounts within the calculations (-4,314.03).
- 3.5 Appendix A sets out in summary form the totals for each band. The adjustments for appeals and property movements are then shown and the total for each Band is expressed as "Band D equivalents".
- 3.6 Appendix B sets out the same information but shown for each individual parish and the unparished area, and with a further reduction for the non-collection provision.
- 3.7 Appendix C sets out the Band D equivalent for each parish with the parish reduction for non-collection provision and the resultant Local Tax Base.

4 Finance Comments

4.1 This is a finance report and there are no additional comments.

5 Legal Comments

5.1 The approval of the contents of this report will ensure compliance with the requirements of the Local Authority (Calculation of Tax Base) Regulations 2012. The tax base must be approved by 31 January 2013 to comply with the regulations.

5.2 The approval of the Tax Base is subject to local governance arrangements, and it is proposed that Full Council formally delegates approval of the Tax Base to the Executive in future years.

6 Links to Corporate Aims, Environmental and Community Safety Implications, Equalities Impact, Risk Management, and Partnership Implications

6.1 Not applicable.

7 Recommendations

7.1 The Executive is requested to recommend to Full Council to approve:

a) The calculation of the 2013/14 Council Tax Base for the whole and parts of the area.

b) That in accordance with the Local Authority (Calculation of Tax Base) Regulations 2012, the amount calculated by Taunton Deane Borough Council as its 2013/14 Tax Base for the whole area for the year shall be **37,280.60** and for the parts of the area listed below shall be:

Parish Area	Tax Base	Parish Area	Tax Base
Ash Priors	81.46	Neroche	239.15
Ashbrittle	86.74	North Curry	692.23
Bathealton	84.83	Norton Fitzwarren	903.16
Bishops Hull	1,052.00	Nynehead	165.34
Bishops Lydeard/Cothelstone	1,021.90	Oake	317.34
Bradford on Tone	285.01	Otterford	165.11
Burrowbridge	196.21	Pitminster	435.08
Cheddon Fitzpaine	598.80	Ruishton/Thornfalcon	574.63
Chipstable	129.81	Sampford Arundel	121.94
Churchstanton	342.98	Staplegrove	708.57
Combe Florey	116.50	Stawley	132.17

Parish Area	Tax Base	Parish Area	Tax Base
Comeytrowe	1,967.11	Stoke St Gregory	356.14
Corfe	132.02	Stoke St Mary	198.25
Cotford St Luke	752.62	Taunton	14,115.83
Creech St Michael	937.95	Trull	992.02
Durston	58.64	Wellington	4,290.56
Fitzhead	113.55	Wellington (Without)	293.61
Halse	139.03	West Bagborough	154.78
Hatch Beauchamp	249.16	West Buckland	424.77
Kingston St Mary	424.73	West Hatch	136.11
Langford Budville	225.54	West Monkton	1,077.78
Lydeard St Lawrence/Tolland	199.03	Wiveliscombe	1,027.90
Milverton	562.51	GRAND TOTAL	37,280.60

7.2 The Executive is requested to recommend to Full Council that authority to approve the Council Tax Base be delegated to the Executive in future years.

Contact Officer: Paul Fitzgerald
Financial Services Manager
Tel: 01823 358680
Email: p.fitzgerald@tauntondeane.gov.uk

APPENDIX A

COUNCIL TAX 'T' FIGURE CALCULATION FOR 2013/14 CHARGE - TOTALS ALL PARISHES

Description of information	Band A (disabled) 5/9	Band A 6/9	Band B 7/9	Band C 8/9	Band D 9/9	Band E 11/9	Band F 13/9	Band G 15/9	Band H 18/9	Totals
Total no of banded dwellings	0	7,271	15,417	9,676	7,047	5,589	3,318	1,512	100	49,930
Plus:Additions	0	2	74	214	104	4	0	0	0	398
Less:Exempt dwellings	0	418	480	291	161	120	72	23	10	1,575
Less:Demolished dwellings	0	0	0	0	0	0	0	0	0	0
Disabled relief aggregate	5	40	3	-6	12	-21	-16	9	-26	0
Total no of banded dwellings	5.00	6,894.50	15,014.25	9,592.75	7,002.25	5,451.75	3,230.00	1,498.00	64.00	48,752.50
25% discounts	2	4,132	5,574	2,903	1,853	1,068	526	191	10	16,259
50% discounts	0	68	61	70	46	57	45	52	8	407
Discounts deduction	0.50	1,067.00	1,424.00	760.75	486.25	295.50	154.00	73.75	6.50	4,268.25
Net dwellings	4.50	5,827.50	13,590.25	8,832.00	6,516.00	5,156.25	3,076.00	1,424.25	57.50	44,484
Band D equivalent	2.50	3,885.00	10,570.19	7,850.67	6,516.00	6,302.08	4,443.11	2,373.75	115.00	42,058.31
MOD properties (exemption class O)	0.00	0.00	40.50	11.60	11.00	19.50	10.10	5.00	4.00	101.70

Taunton Deane Borough Council

Executive – 16 January 2013

Business Rates Retention and NNDR1 2013/2014

Report of the Financial Services Manager (Southwest One)

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

1 Executive Summary

Under the new Business Rates Retention funding system, the Executive is requested to recommend approval by Full Council of the National Non-Domestic Rates Return 1 (NNDR1) for 2013/2014. This includes an **Estimated Net Rate Yield** excluding transitional arrangements but after rate retention adjustments of **£38,778,327**.

The draft Business Rate Retention Regulations does not include a specific approval process for the forecast and NNDR1, and the steer from Government is that this is to be determined through local governance arrangements. This report therefore proposes that the NNDR1 is approved by Full Council this year, and Full Council is recommended to delegate this decision to the Executive in subsequent years.

2 Background

- 2.1 The purpose of this report is to request approval of the National Non-Domestic Rates Return 1 (NNDR1) for 2013/14, which is attached at the end of this report.
- 2.2 This return includes the Estimated Net Rate Yield for 2013/14, which is to be used for budget setting purposes, and will determine the budget amount for business rates income kept by Taunton Deane Borough Council, Somerset County Council and Devon and Somerset Fire and Rescue Authority under the new Business Rates Retention system, which is introduced in April 2013.
- 2.3 The Draft Business Rates Retention Regulations were issued for consultation by Government between 25 October and 23 November 2012. At the point of writing this report, Government is still analysing the consultation responses.

- 2.4 Although the final Business Rates Retention Regulations have not yet been enacted through Parliament, Government have necessarily provided a Return form template to enable billing authorities to prepare the information required. A provisional NNDR1 is to be returned to Government by 7 January 2013, with the final approved form to be returned by 31 January 2013. The final return is to be certified by the Chief Finance Officer.
- 2.5 Following extensive work by the project group to prepare the NNDR1 (comprising staff from Revenues and Benefits, Finance Advisory, and Performance and Client), the Provisional NNDR1 was certified by the Strategic Director/s151 Officer on 19 December 2012 and submitted to Government in advance of the deadline. The form is now submitted to Executive to recommend formal approval by Full Council at its meeting on 22 January 2013.
- 2.6 The Regulations do not include a specific approval process for the forecast and NNDR1, and the steer from Government is that this is to be determined through local governance arrangements. It is therefore proposed that the NNDR1 is approved by Full Council this year, and Full Council is recommended to delegate this decision to the Executive in subsequent years (similar to the arrangements for the Council Tax Base).

3 Preparing the Forecast

- 3.1 The NNDR1 is essentially the net business rates income forecast for 2013/14, which is to be used for budget setting purposes.
- 3.2 The forecast starts by taking into account the Rateable Value of the number of hereditaments (business premises) as at 30 September 2012. This information is provided to the Revenues and Benefits Service by the Valuation Office Agency (VOA), and provides the Gross Calculated Rate Yield – the total amount of business rates owed by businesses before reliefs (Line 3 of the form).
- 3.3 This gross yield is then adjusted for reliefs to give the Gross Rate Yield after Reliefs (Line 20 of the form):
- Mandatory Reliefs (for small businesses, charities, community amateur sports clubs, rural general stores, post offices, public houses, petrol filling stations and food shops, and empty premises)
 - Discretionary Reliefs (for charities and non-profit bodies, community amateur sports clubs, rural general stores, post offices, public houses, petrol filling stations and food shops, and other rural businesses). These are applied in line with TDBC policies.

- 3.4 The gross yield is then reduced/offset by cost of collection and allowance for bad debts (Lines 21 and 22). Cost of collection is based on a set formula, and bad debts estimates have been based on recent trends.
- 3.5 Under the (draft) Business Rates Retention Regulations, adjustments are proposed related to Enterprise Zones and New Development Deals – these are not applicable for TDBC in 2013/14.
- 3.6 A further adjustment that is relevant under Section 2 of the Return is Renewable Energy Schemes (e.g. power generating stations that use wind, water or solar as their primary source of energy). Under the proposed Regulations, 100% of business rates yield – for schemes that commence on or after 1 April 2013, or the amount of increase in yield for existing schemes on or after 1 April 2013 – can be retained wholly by TDBC i.e. the Government and major precepting authorities will not take a share. For budget purposes in 2013/14 this is assumed to be nil.
- 3.7 The above calculations provide the Net Rate Yield before transitional arrangements and rate retention.
- 3.8 A key new requirement with the NNDR1 is the need to estimate any changes in the Rateable Value (e.g. for new businesses, change of use) and also to estimate adjustments related to appeals. For changes in rateable value (Line 33) we have based this estimate on the trend for changes in the past two years (2010/11 and 2011/12). For appeals, we have looked at historic trends and also obtained information from the VOA related to current appeals lodged but not yet resolved, and used this to help form our estimate for the future impact.
- 3.9 Section 3 of the return relates to Transitional Arrangements. These arrangements phase in changes to rateable values (increases and decreases) to smooth the impact for businesses. The scheme is designed by Government, and is identified separately on the NNDR1 as Government will make direct payments to and from local authorities for the financial implications.

4 Business Rates Yield and Retention

- 4.1 The key information needed for business rates retention and budget setting is Line 36 of the NNDR1 Return – the **Net Rate Yield** excluding transitional arrangements. This has been estimated at **£38,778,327** for 2013/14.
- 4.2 Under the Business Rates Retention Draft Regulations, as confirmed by a Policy Statement issued by Government on 21 November 2012, the Net Rate Yield will be shared as follows:

	%	£
Share paid to central government	50	19,389,164
Share retained by Taunton Deane Borough Council	40	15,511,331
Share passed to Somerset County Council	9	3,490,049
Share passed to Devon and Somerset Fire Authority	1	387,783
Net Rate Yield		38,778,327

- 4.3 As set out in the Provisional Finance Settlement for 2013/14, issued by Government on 19 December, a large proportion of the share retained by TDBC is to be paid to Government in the form of a Tariff, to fund a system of tariffs and top ups. The final amount to be retained by TDBC will be in accordance with the Council's Start-up Funding Assessment for 2013/14, as issued with the Finance Settlement. Further information in this respect has been included in the Confidential Members' Budget Consultation Pack, and will be included in the budget setting reports to Corporate Scrutiny on 24 January 2013, and subsequently to the Executive and Full Council in February.

5 Finance Comments

- 5.1 This is a finance report and there are no additional comments.

6 Legal Comments

- 6.1 The Business Rates Regulations are expected to be passed through Parliament before 31 January 2013, which will be the statutory deadline by which authorities must approve the NNDR1.

7 Links to Corporate Aims, Environmental and Community Safety Implications, Equalities Impact, Risk Management, and Partnership Implications

- 7.1 Not applicable.

8 Recommendations

- 8.1 The Executive is requested to recommend to Full Council the approval of the NNDR1 Return with a Net Rate Yield of £38,778,327 for 2013/14 excluding transitional arrangements.
- 8.2 The Executive is requested to recommend to Full Council that authority to approve the NNDR1 and Net Rate Yield be delegated to the Executive in future years.

Contact Officers:

For Rates Retention and Budget matters:
Paul Fitzgerald
Financial Services Manager (Southwest One)
Tel: 01823 358680
Email: p.fitzgerald@tauntondeane.gov.uk

For NNDR1 Detail and Forecasts information:
Dean Emery
Principal Revenues Officer (Southwest One)
Tel: 01823 356567
Email: d.emery@tauntondeane.gov.uk



Department for
Communities and
Local Government

**NATIONAL NON-DOMESTIC RATES RETURN 1
NNDR1 2013-14**

Please e-mail to : nndr.statistics@communities.gsi.gov.uk

Please enter your details after checking that you have selected the correct authority name.

Please check the figures shown in the cells with a blue border and enter your own figures if you disagree with those suggested.

**A provisional version of the form should be returned to the Department for Communities and Local Government by
Monday 7 January 2013**

The final version of this form, including a signed copy, must also be sent to the Department for Communities and Local Government by
Thursday 31 January 2013

Select your local authority's name from this list:

Tameside
Tamworth
Tandridge
Taunton Deane
Teignbridge
Telford and the Wrekin

Check that this is your authority :

Taunton Deane

Check that this is your E Code :

E3333

Local authority contact name :

Telephone number of local authority contact :

Fax number for local authority contact :

E-mail address of local authority contact :

Ver 1.3

1. Number of hereditaments on the rating list on 30 September 2012		3,757
2. Aggregate rateable value on the rating list on 30 September 2012		£ 101,419,865
GROSS CALCULATED RATE YIELD		£
3. Enter line 2 x small business non-domestic rating multiplier (0.462)		46,855,977.63
MANDATORY RELIEFS		
Small business rate relief		£
4. Additional yield generated to finance the small business rate relief scheme		709,531.95
5. Cost of small business rate relief for properties within billing authority area		2,529,606.78
6. Net cost of the small business rate relief (Line 5 minus Line 4)		1,820,074.83
7. Cost of relief to charities		3,119,116.37
8. Cost of relief to Community Amateur Sports Clubs		45,224.01
9. Cost of relief for rural general stores, post offices, public houses, petrol filling stations and food shops		29,978.19
10. Cost of relief for partly occupied premises		0.00
11. Cost of relief for empty premises		890,979.58
12. Total mandatory reliefs (Sum of lines 6 to 11)		5,905,372.98
DISCRETIONARY RELIEFS		
13. Cost of relief to charities		35,187.25
14. Cost of relief to non-profit making bodies		30,760.95
15. Cost of relief to Community Amateur Sports Clubs		0.00
16. Cost of relief for rural general stores, post offices, public houses, petrol filling stations and food shops		7,224.74
17. Cost of relief to other rural businesses		9,451.36
18. Other Section 47 reliefs (Localism Act discounts)		0.00
19. Total discretionary reliefs (Sum of lines 13 to 18)		82,624.30
20. Gross Rate Yield after reliefs (Line 3 minus lines 12 & 19)		40,867,980.35
21. Estimate of 'losses in collection'		239,442.12
22. Allowance for Cost of Collection		163,257.23
23. Special Authority Deductions - City of London Offset		0.00

NATIONAL NON-DOMESTIC RATES RETURN 1 2013-14		Taunton Deane
Ver 1.3		
Section 2		
Enterprise Zones		
24. Estimated level of discount to be awarded in 2013-14		£ 0.00
25. Estimated value of non-domestic rates in the Enterprise Zone area in 2013-14	0.00	
26. Enterprise Zone baseline	0.00	
27. Total estimated value of business rates to be retained in 2013-14 (Line 25 minus line 26)		0.00
New Development Deals		
28. Estimated value of non-domestic rates in the New Development Deals area in 2013-14	0.00	
29. New Development Deals baseline	0.00	
30. Total estimated value of business rates to be retained in 2013-14 (Line 28 minus line 29)		0.00
Renewable Energy Schemes		
31. Total estimated value of business rates to be retained in 2013-14		0.00
32. Net Rate Yield excluding transitional arrangements and rate retention (Line 20 minus the sum of lines 21 to 23, 27, 30 & 31)		40,465,281.00
Rate retention adjustments		
33. Estimate of the change in rateable value between 1 October 2012 and 30 September 2013		461,416.47
34. Estimate of the change in receipts as a result in the change in rateable value (line 33 times the multiplier)		213,174.41
This equates to a percentage change of	0.45	
35. Local authority's estimate of adjustment due to appeals		1,900,128.68
36. Net Rate Yield excluding transitional arrangements but after rate retention adjustments (Line 32 plus lines 34 and minus line 35)		38,778,327.00
Section 3		
Transitional arrangements		
37. Addition revenue received because reduction in rates have been deferred	187,786.78	
38. Revenue foregone because increase in rates have been deferred	116,139.50	
39. Net cost of transitional arrangements (Line 38 minus line 37)		-71,647.28
40. Net Rate Yield after transitional arrangements and rate retention (Line 36 minus line 39)		38,849,974.00

NNDR Summary for : Taunton Deane	
These figures show the percentage shares of the NNDR you estimate your authority will collect in 2013-14. They are based on line 36. See the <i>Tier Split</i> tab for full information	
	£
Amount of NNDR to be paid to central government	19,389,164.00
Amount to be retained by Taunton Deane under the rates retention scheme	15,511,331.00
Amount to be passed to Somerset	3,490,049.00
Amount to be passed to Devon and Somerset Fire Authority	387,783.00

Certificate of Chief Financial Officer

I certify that the entries in lines 3, 12, 19, 20, 36, 39 and 40 of this form are the best I can make on the information available to me and that the figures given in lines 1 and 2 used in the calculating the amount shown in lines 36 and 40 are, to the best of my knowledge and belief those shown in the rating list for my authority as at 30 September 2012, subject to any order made before 15 January 2013 under the Local Government Act 1972 implementing boundary changes. I also certify that the authority has made proper arrangements for securing efficiency and effectiveness in relation to the collection of non-domestic rates. I also certify to the best of my knowledge and belief that any amount included as legal costs in line 22 and discretionary relief in line 24 meet the conditions set out in the Non-Domestic Rating (Rates Retention) Regulations 2013.

Chief Financial Officer :

Date :

Taunton Deane Borough Council

Executive – 16 January 2013

Taunton Deane Borough Council Asset Management Plan 2013/2014 to 2015/2016

Report of the Asset Planning Manager, Southwest One, Property and FM
(This matter is the responsibility of Executive Councillor Norman Cavill)

1. Executive Summary

This report presents the Council's Asset Management Plan which is a strategic plan to assist Members and Officers in giving consideration to land and property (excluding HRA) in support of the Council's key priorities.

2. Background

The Council is required to have an Asset Management Plan setting out how it intends to manage its major assets. It refreshes the Asset Management Plan adopted in 2010 and therefore better enables the Council to take a strategic view in decision making on its assets base to further the Council's policy and service delivery objectives. It is designed to encourage efficient use of assets and the capital tied-up in them.

The Council has 260 property assets in its operational and non-operational portfolios. These are valued for balance sheet purposes at £65.5m.

3. (Full details of the Report)

Please see Appendix 1 Asset Management Plan 2013 -2016

4. Finance Comments

The attached Plan provides a comprehensive section on Financial comments.

5. Legal Comments

Non Applicable in this report

6. Links to Corporate Aims

(Please refer to the current edition of the Corporate Strategy and the emerging Corporate Business Plan).

The Asset Management Plan assists Members and Officers in giving consideration to land and property in support of the Council's Corporate Aims.

7. Environmental and Community Safety Implications

Efficient use of the property portfolio is a key driver to minimise the Council's carbon footprint and the plan is designed to facilitate this, whilst supporting sustainable building design, construction and management.

8. Equalities Impact

The Actions incorporated within the Plan will address Equalities Impact at the appropriate time.

9. Risk Management

Non Applicable in this report

10. Partnership Implications (if any)

Non Applicable in this report

Resolved by Scrutiny Committee

The draft plan was presented to Scrutiny Committee on 29th November 2012.
The Committee noted the report

11. Recommendations

Subject to review following adoption of the Corporate Business Plan and related exploration of asset management opportunities, that the Executive formally adopts the attached Asset Management Plan

Contact: John Sumner, Property & FM South West One

e-mail :Jsumner@somerset.gov.uk

Direct Dial : 07557 00 3939



Asset Management Plan 2013 - 2016

Draft for Executive



Document History

Document Location

The source of the document will be found on: C:\Documents and Settings\jsumner\My Documents\Asset Management Plan

Revision History

Version	Date	Author	Description
0	4/5/12	John Sumner	Started Drafting
1	2/8/12	John Sumner	Inclusion of comments from Strategic Directors/Other stakeholders
2	28/8/12	John Sumner	Inclusion of comments from Portfolio Holder and Shadow
3	3/9/12	John Sumner	Inclusion of comments of CMT
4	25/10/12	John Sumner	Inclusion of consultation with Paul Fitzgerald
5	29/11/12	John Sumner	Noted by Scrutiny Committee

08/01/2013

Author: John Sumner



Document History Approvals

Reviewers:

Name and Title	Date
Tim Child (Divisional Manager Estates); Jonathan Gardiner (LH Team Leader); Adrian Priest (Principal Estates Surveyor)	17/8/12
Mark Green (Retained Property Client); Louise Dance (Corporate & Client Officer); Cllr Norman Cavill (Portfolio Holder), Cllr Simon Coles, Cllr Jefferson Horsley	22/8/12
CMT (further clarity on Actions and consultation with Paul Fitzgerald required)	5/11/12
Scrutiny Committee (Noted)	29/11/12

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Options Appraisal Template
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Actions (Property Specific)

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Roles and Responsibilities

Appendices

Shared Community Assets for Somerset
Asset List



Section A: SUMMARY



Executive Summary



Where are we now

Fixed Asset Value of non HRA Estate - £65,569,500 values at 1/4/11

This consists of:

Car Parks	Priory Depot	Nurseries
Allotments	Vivary Park	Offices
Crematoria	ex Livestock Mkt	Industrial Units
Public Toilets	Sports Centres	Pavilions
Swimming Pools	Plant	Investment Properties

It should be noted that owing to accounting regulations the fixed Asset Values of some assets are not values that could be achieved in the open market.





Portfolio Overview

As at 1/4/2012 TDBC has a portfolio as follows:

:	
• Total non HRA assets* is	260
• Total leasehold/licence/access transactions, including HRA (exclg housing/garages)	330
• Total rental income from assets, including HRA (exclg housing/garages)	£622,000
• Number of interests with income between £1000 and £20,000 per annum	62
• Number of interests with income between £20,001 and £100,000 per annum	5
• Number of interests with income above £100,000 per annum	0
• Assets occupied under a lease/licence is	2

*See Appendix for full list. Assets include properties occupied under a lease, public open spaces, parks, sites for sub station, properties exclusively rented out to 3rd parties,



Section B: INTRODUCTION



Introduction

Role of the AMP

The AMP is the Council's corporate statement about how it will use its property asset resources to contribute to fulfilling its corporate priorities. These include operational property, community assets and non-operational property, all of which need to be planned and managed in an effective way

It has been written to support the Corporate Strategy 2010–13 and the aspirations of the developing Corporate Business Plan 2013-16. A wide range of other influences have also been recognised as described later

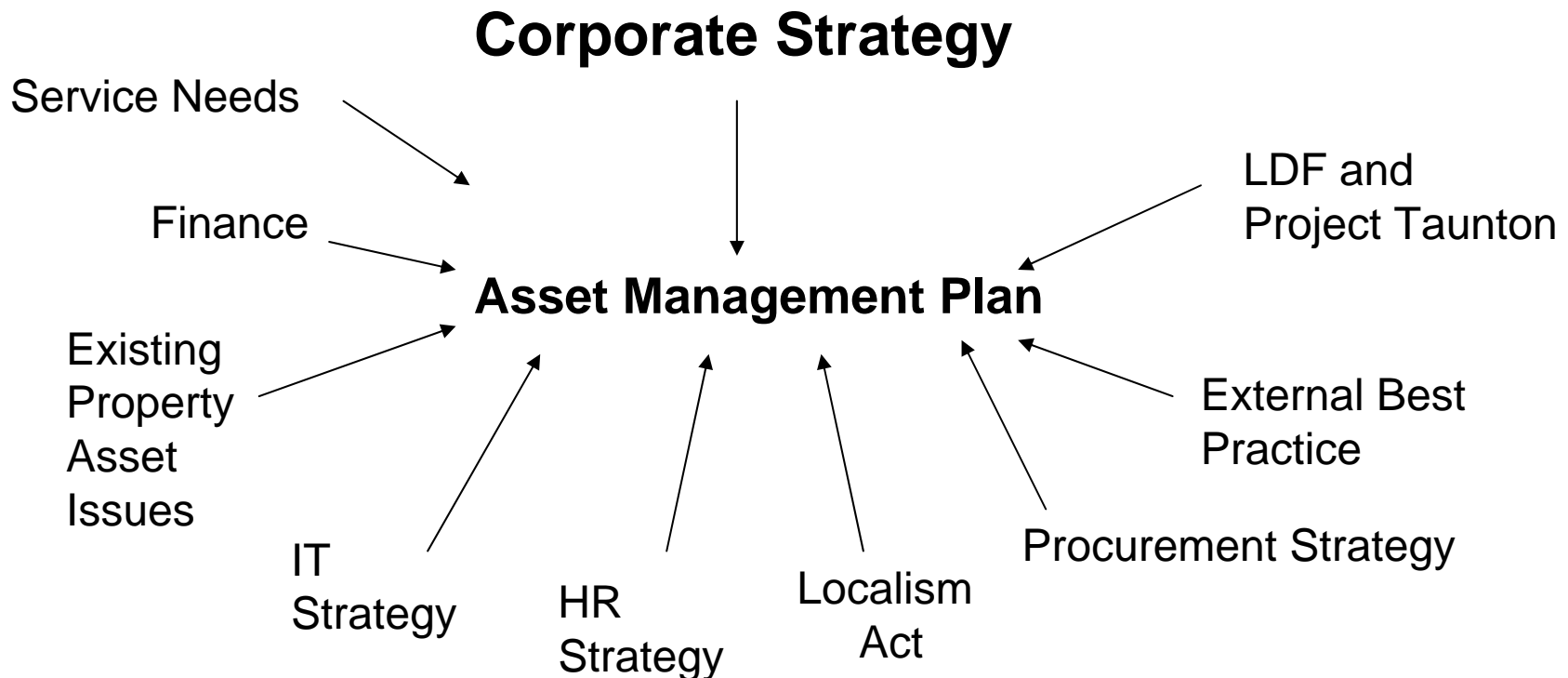
The AMP is a strategic document designed to assist both Members and Officers when giving consideration to land and property in support of the delivery of the Council's key priorities. It will be used to influence decisions on the size and make-up of the portfolio and to co-ordinate the decisions about its management and maintenance.

Property assets are expensive in terms of the capital tied-up in them (which could be redirected for other purposes) and the revenue spent to maintain them. They therefore need to be carefully managed over their life to ensure best value in terms of utilisation, maintenance and income generation.

It is the Council's intention to review the AMP regularly (with annual updates) so that the assets can continue to support evolving corporate priorities. This process will be monitored by the Asset Management Group.

In view of a comprehensive Housing AMP now having been drafted and a 30 yr Housing Business Plan the Housing Portfolio is proposed not to be part of this AMP.

Asset Management Plan Context

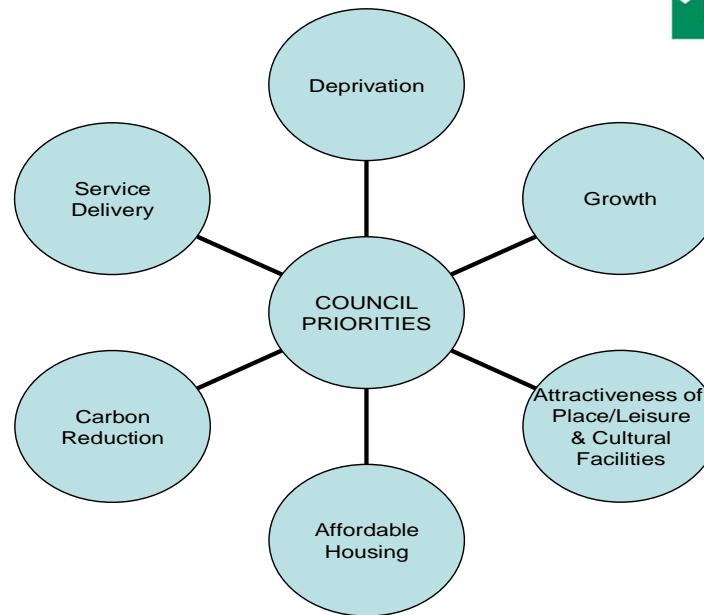


Organisational Objectives

An emerging 'Corporate Business Plan' 2013-16 is in draft form (as at Sept 2012) and proposes 6 corporate aims: Two new Aims are:

Service Delivery - customer facing services to a high level, retaining control and influence over them

Quality of Place - prioritise services that enhance the attractiveness of Taunton Deane



Organisational Objectives

The current Corporate Strategy 2010 – 13 has the following visions:

1. **Tackling Deprivation and Sustainability** – Adopting a Total Place approach to delivery, delivering Enterprise Gateways and Job Clubs at Taunton East and North Taunton
2. **Regeneration** - Increase supply of employment land, Inward Investment and Business support, Deliver all forms of housing, Ensure 5 year supply of Housing, Redevelop Castle Green
3. **Affordable Housing** - Implement actions to increase number of affordable houses
4. **Climate Change** - Reduce our carbon emissions year on year.

Other Organisational Objectives



POOL - Proposal for a new swimming pool at Blackbrook, modernise the existing Taunton Pool and decommission St James Pool.

DLO - Subject to employment land availability and approval of a business case, the DLO would like to move to a new site or rationalise its existing site in 2013.

CO2 - For 2012/13 the Council commits itself to reduce its carbon emissions by at least 3% from 2011/12. Council's 2012/13 Carbon Management Plan for reducing carbon emissions from its operations during 2012/13 has an action plan of 41 carbon reduction actions resulting in a saving of around 300 tonnes of CO₂, if fully implemented. Southwest One Property & FM's Estates Division hold information on Council assets including CO₂ Emission kg per square metre. This is useful for benchmarking and undertaking option appraisals.

CIL - Introduction of the Community Infrastructure Levy (CIL) from Summer/Autumn 2013 as a key mechanism for funding the infrastructure identified in the Council's Infrastructure Delivery Plan.

CAR PARKS - Taunton Car Park Strategy 2011-2021 seeks to retain all Taunton car parks not affected by Project Taunton schemes.

EMERGING BUSINESS PLAN - As part of the emerging 2013-16 Corporate Business Plan Councillors have indicated:

- Willingness to rationalise assets to fund the purchase of other income generating assets;
- No one asset is sacred
- Our investment properties have differing rates of return through the income they generate and any rationalisation should look at the rates of return to maximise income.
- Commitment to exploring and implementing more modern / flexible ways of working and more efficient use of office space (eg shared desking, modern communications systems).

National Context: Initiatives with relevance to the AMP

- **Surplus assets.** Record levels of public debt requires significant savings and efficiencies. This has created significant activity in property rationalisation and an increase in the number of assets being declared surplus.
- **Rationalise.** The Secretary of State for Communities and Local Government has said that Councils should look to do the following before cutting front-line services: 1. Rationalise and sell surplus assets to raise funds. 2. Merge back office services. 3. Draw on reserves to address “short term costs and pressures”. 4. Encourage home-working and share public sector offices
- **Sharing of property asset data.** The first National Public Property Map has recently been published by the DCLG.
- **Public sector property vehicles.** Increasing interest in placing public sector property into pooled property vehicles to improve the customer experience.
- **Client side and the Intelligent Client.** With increasing collaboration it is even more important to ensure the ability to accurately assess its ongoing property requirements and accommodation efficiently and effectively.
- **Rapid Change in technology, economic and social.** Requires greater flexibility in planning, delivery and review.
- **Property Asset Charging.**
- **Commercially let Property.** Some public sector organisations hold for pure financial gain
- **Financial Bond Markets** increasingly looking to invest at competitive rates in Public sector property due to low returns from traditional sources. JV opportunities to pool assets with other public sector organisations in order to meet minimum investment threshold.
- **Sustainability**
- **Increase in Flexible Working,** Hot desking and other modern work practices.
- **Localism Act** – brings about change in the way assets are managed, owned, financed and shared. Community Infrastructure Levy (CIL) introduction removing the significant element of s106 agreements

Recent Reports on Asset Management

1. Capital and Asset Pathfinders project Wave 2 of which Somerset has succeeded in being part. The project seeks to remove barriers to a 'one public estate' approach. One of the most visible results of this project will be the foundation for a national digital map of all public sector property assets. The rationale for this is that public bodies need to know what each other owns if they are to spot opportunities for efficiency gains.
 2. 2011 National Asset Management Conference 'Public assets under the Spotlight' – included commentary on the tendency to sell assets chaotically rather than by way of a rationally planned approach, a historic chronic under budgeting of public assets and the necessity to have good data on which to base decisions
 3. May 2011 CIPFA article ['Squeezing the Assets'](#) promotes the case for strategic Place-based Asset Management with local public service providers collaborating on managing their land and buildings as a collective resource across an area; in effect treating it as one public estate
 4. November 2011 - Leaner and Greener II – Putting Buildings to Work - case study analysis of what the best public sector organisations have already put into practice. Efficiencies being produced through rationalising property portfolio, working in partnerships and improving workplace conditions.
 5. The Operational Efficiency Programme confirmed that UK Central Government uses 30% more office space than dictated by best practice. *"This inefficiency needs to be addressed much more urgently. Property assets should be managed separately and user departments charged for the space they use. This would focus minds on the efficient use of resources"*.
 6. The Westminster Sustainable Business Forum [Report on Delivering Effective Estate Management](#) in Local Government lauded by Eric Pickles found considerable evidence of poor utilisation of public property, costing money and adding to carbon emissions. The report explained that the space most Local Authority service directorates use is generally granted to them as a "free good" and that property cost is not reflected in their budget but covered by the overall Corporate property budget.
- These themes provide the context which this Asset Management Plan must reflect.

Sharing Assets

As can be seen from the previous page, many reports on Asset Management encourage sharing the use of assets with other public services, providing opportunities for efficiency gains from their collective land and buildings.

In respect of public facing services (Enquiry Office at Wellington), and partnership services there is a limited yet established preference to co-locate with other public sector bodies.

The Draft Corporate Business Plan 2013-16 says TDBC will actively explore sharing our accommodation with suitable partners and will invest to save in our working premises. This includes commitment to exploring and implementing more modern / flexible ways of working and more efficient use of office space (eg shared desking, modern communications systems).

At Deane House there is scope to release space, possibly as much as 2000sm if modern ways of working including hot desking are adopted, although significant investment in Infrastructure would be required. Interest to collaborate within Deane House has been received from several potential partners.

A project in our region set up in Spring 2012 to assist in this objective being realised is:

Shared Community Assets for Somerset (SCAS).

The partners to this project which includes TDBC, have a shared aim:

'to have fewer, but higher quality public service buildings that cost less to run and provide better access to public services'

An appendix provides more detailed ambitions of SCAS

Section C: ASSET PLAN



Estate – Vision



Strategically it is important to:

- Critically review and challenge the need to hold specific assets
- Regularly review and rationalise assets to ensure they are used effectively and deliver value for money.
- Utilise assets in a sustainable way to support the Council's strategic policies, including regeneration, to contribute to a dynamic local economy and is improving our environment.
- To ensure assets are protected and values maintained.

The Estate consists of:

- **Operational assets:** of the right size, location, configuration and condition for the efficient delivery of council services in a sustainable manner supporting the new Core Council structure and thematic working by providing flexible and adaptable space which encourages new ways of working both in and out of the office. Full consideration in achieving this over the medium term will be given to working collaboratively with partners to find the most efficient solutions including co-locations.
- **Non operational assets:** which should contribute to:
 1. Revenue producing
 2. Contributes to corporate strategy
 3. Provides community space
 4. Managed as an investment
 5. Consider disposal to occupiers where this enables expansion or retention of an indigenous employer, or helps attract new jobs to Taunton Deane in line with the emerging Corporate Business Plan objectives.

Financial Context – 2012/13

There has been a continuing background of unprecedented reductions in funding provided to local authorities by central government and its agencies, arising from the need to restrain public expenditure owing to the ongoing economic recession and to rebalance public finances. The Council therefore seeks to minimise the level of borrowing required to finance capital expenditure by maximising grants and contributions received and ensuring that any surplus assets are sold.

The following provides a snapshot of recent Capital expenditure and current Capital related activity including appropriate extracts from the Capital Programme 2012/13:

- £217,000 supporting emerging capital priorities during 2012/13, includes potential remodel of Deane House and potential works at Orchard Car Park, and other risks such as final costs of crematorium works which are unknown at this stage.
- The Council is anticipating some capital receipts during 2012/13, including:
 - • Mount Street ex-nursery site (part of receipt must repay costs related to acquisition of the new nursery). Property sold October 2012.
 - • Old TYCC site at Tangier
 - • Surplus site off Bindon road (Unlikely to be realised until 2013/14)
- 2011/12 Capital Budget involved Project Taunton schemes totalling £4.55m. This included Castle Green (£2.25m) and Firepool (£0.93m)
- 2012/13 draft Capital Budget allocates funding to:
 1. Four Project Taunton schemes, namely: Longrun Meadow Bridge (£40k); COACH Project (£40k); High Street Project with possible match funding (£100k); H&S in Public Areas (£10k).
 2. Orchard car park (£218k)

The emerging Corporate Business Plan 2013-16 says:

We will use our assets more efficiently, rationalising them to provide income

We will borrow and invest to save to meet our priorities

Financial Context – Maintenance Requirements

- In utilising assets for service delivery the Council needs to ensure that it meets minimum standards for health, safety and accessibility.
- Asset condition and suitability is an issue in many services. Much of the accommodation is now outdated for current service expectations and/or modern ways of working and many properties also have significant maintenance obligations. Assets falling into one or more of the above categories include St James Pool, Taunton Pool, Wellington Sports Centre, Deane House, Crematorium, Old Municipal Buildings, Wellington Office and three investment properties. Continued use of poor accommodation has an impact on the revenue costs of the service including higher maintenance, energy and other unit costs.
- Funding is not sufficient to enable quick replacement and rationalisation of the portfolio. The Council will investigate ways of funding this requirement. Actions identified later in this Plan, that will assist this process, will include critically reviewing and challenging the need to hold specific assets. The severity of the funding gap will dictate how robust certain actions are implemented.

Maintenance Costs 2013/14 - 2016/17

- The following page is a summary* of the maintenance costs for TDBC assets. It is broken down over 4 years into:
 1. Capital (Maintenance/Improvement) / Revenue
 2. Priority / Non-Priority works. Priority is defined as either urgent, essential, or to meet minimum standards for health and safety and legislation.

‘Priority’ work, including Capital (£1600k) and Revenue (£992k) needing to be undertaken in the next 4 years is estimated at £2,592,000.

‘Non Priority’ work needing to be undertaken in the next 4 years is estimated to be £684,000.

- Assuming the 2012/13 budget for maintenance (Capital and Revenue)** is repeated for 2013/14 there would be a funding gap to find (for 2013/14) of:
 1. £69,000 if only the identified Priority Works*** are undertaken
 2. £185,000 if both the identified Priority and Non Priority Works are undertaken
- Southwest One Property & FM’s Estates Division hold more detailed information for individual Council assets including maintenance costs per square metre. This is useful for benchmarking and undertaking option appraisals.
- * Data to produce this information is sourced from analysing (i) condition surveys undertaken between November 2010 and August 2011; (ii) expenditure since the surveys; and (iii) interviews with the Senior Building Surveyor.
- ** This excludes the significant majority of the Community, Open Spaces and Parks budget which accounts for grass/hedge cutting, utility bills, planting.
- ** This includes £408,000 of Capital works allocated for Project Taunton schemes (although £40k may need to be forwarded to 2013/14) and Orchard Car Park
- *** Includes (i) £748,000 of Priority works at Taunton Pool (ii) £150,000 new roof for 3 investment properties

SUMMARY OF TDBC ASSET MAINTENANCE COSTS 2013/14 TO 2016/17

	2013/14 £K	2014/15 £K	2015/16 £K	2016/17 £K	TOTAL £K
PRIORITY MAINTENANCE COSTS					
Capital Maintenance	973	372	69	180	1,594
Capital Improvements	6	0	0	0	6
Subtotal – Capital Costs	979	372	69	180	1,600
Revenue Maintenance	326	222	226	218	992
TOTAL PRIORITY	1,305	594	295	398	2,592
NON-PRIORITY MAINTENANCE COSTS					
Capital Maintenance	20	72	25	8	125
Capital Improvements	35	150	146	16	347
Subtotal – Capital Costs	55	222	171	24	472
Revenue Maintenance	108	62	16	26	212
TOTAL NON-PRIORITY	163	284	187	50	684
TOTAL PRIORITY + NON-PRIORITY	1,468	878	482	448	3,276
Total Capital	1,034	594	240	204	2,072
Total Revenue	423	284	242	244	1,204
TOTAL PRIORITY + NON-PRIORITY	1,468	878	482	448	3,276

Options Appraisal

Some actions will be to undertake an options appraisal of individual assets.

In undertaking this task one must be mindful of a more comprehensive locality review to ensure the 'bigger picture' is not compromised.

The Asset Planning process for options appraisal will consider the following:

- Sell and Reinvest Capital Receipt
- Refurbish and Retain
- Retain for Community Use
- Redevelop and Share with Partners
- Financial appraisal
- Operations appraisal

(RICS Public Sector Property Asset Management Guidelines)

Asset Management Plan

Work to undertake










Resources permitting the following work will be undertaken in the following categories:

Enabling Work – This will improve procedures and build knowledge of the asset base and support improved planning and management of individual assets going forward. (Examples of this are setting space standards for types of accommodation)




Property Specific Activities – more detailed initiatives on individual properties (such as those with a high maintenance backlog).

Schedules of intended projects in each category are set out in the following pages









Action and TDBC Funding (if appropriate)	Theme and Objective Supported	Target Date (for Member Authority to action if appropriate)	Lead	Anticipated Outcome	Financial Capitalised Benefit (Low, Med 10k+, High 50k+) and RAG Status identifying likelihood of Financial Benefit being received
Undertake an option appraisal on non-operational properties that do not meet criteria of 'Estates – Vision' slide	Growth. Efficient Portfolio Management	February 2014	SWOne Estates	A more efficient and relevant investment portfolio. Possible capital receipts for investment /revenue stream	HIGH 
Informing Departments of their 'property costs' to challenge occupation	All. Efficient Portfolio Management and reduce costs	March 2015	SWOne Estates/ TDBC (PF)	Departments occupying space see a fair and representative cost for it. Encouraging them to consider making savings	HIGH 
A more accurate service charge and insurance rent arrangement to be introduced on all future agreements.	All. Efficient Portfolio Management	January 2013	SWOne Estates	An operating service charge function within a sophisticated estates system.	MEDIUM 
Create and maintain an effective communication channel with the Strategy Lead for Carbon Monitoring to ensure no conflict.	Growth. Climate Change	January 2013 and ongoing	SWOne Estates	Policy in place to ensure Improved Strategic decisions.	LOW/MEDIUM 
Investigate Terrier Map and forward HRA sites to Housing for consideration due to greater powers for development afforded to TDBC.	Housing & Health. Affordable Housing	Ongoing	SWOne Estates	Housing plots made available, especially in smaller villages.	MEDIUM/HIGH 
Introduce a system to ensure surplus assets (e.g: redundant Pub Cons) are passed to the Retained Property Client to action option appraisal	Growth. Community & Commercial. Efficient Portfolio Management	April 2013	SWOne Estates	Environmental and revenue improvements	MEDIUM 
Undertake option appraisal on non operational assets that are 2 years from lease termination.	All. Efficient Portfolio Management	November 2012 ongoing	SWOne Estates	A more considered strategy adopted upon lease expiry to ensure best value is achieved.	MEDIUM 






AMP Actions - Enabling

Action and TDBC Funding (if appropriate)	Theme and Objective Supported	Target Date (for Member Authority to action if appropriate)	Lead	Anticipated Outcome	Financial Capitalised Benefit (Low, Med 10k+, High 50k+) and RAG Status identifying likelihood of Financial Benefit being received
Undertake option appraisal of Retail Portfolio to identify need for Estate Shops but being mindful not to undermine the value shops provide to a successful neighbourhood.	Housing & Health. Affordable Housing	January 2014	SWOne Estates	A portfolio of shops that have the desired community value and a selection of assets suitable for residential conversion.	MEDIUM 
Introduce interest charges on late rent payment.	Growth. Housing & Health. Efficient Portfolio Management	April 2014	SWOne Estates	Tenants invoiced for late payments resulting in lower arrears and increased revenue.	LOW/MEDIUM 
Upon completion of the condition surveys described below, undertake an option appraisal of all surface car parks especially the under performing ones outside of Taunton Town Centre.	Corporate & Client. Efficient Portfolio Management	August 2014	SWOne Estates/ TDBC (JL)	To ensure asset is providing best value and provide platform for challenging under performing car parks. RAG identifies likelihood of receiving significant receipt by disposal of a whole car park.	HIGH 
Undertake maintenance/condition survey on all surface car parks. TDBC FUNDING REQUIRED	Corporate & Client. Efficient Portfolio Management	November 2013	SWOne Hard FM/ Grounds	Maintenance backlog identified which will assist in option appraisal.	LOW
Implement a coding system to 1. Better identify maintenance costs on a per asset (not asset type) basis and 2. Isolate Maintenance from asset Budget	Growth. Efficient Portfolio Management	July 2013	Finance/ SWOne Hard FM	Expenditure can be identified on individual assets. Managers have better awareness of budget.	LOW

Actions – Property Specific

Action and TDBC Funding (if appropriate)	Theme and Objective Supported	Target Date (for Member Authority to action if appropriate)	Lead	Anticipated Outcome	Financial Capitalised Benefit (Low, Med 10k+, High 50k+) and RAG Status identifying likelihood of Financial Benefit being received
Options Appraisal on Castle Green Public Conveniences.	Community & Commercial. Quality of Place	December 2013	Strategic Director/ SWOne Estates	Adds to a good quality area and provides revenue benefits. Possible conversion of part to a Café.	HIGH 
Progress alternative uses of Oxford Inn Pub if pub use proves unviable.	Strategy & Perf. Growth. Housing. Regeneration	April 2013.	SWOne Estates	An appropriate use and best value secured on this corner site.	HIGH 
Options Appraisal on Deane House and identify future location of HQ. ULTIMATE TDBC FUNDING REQUIRED	All. Efficient Portfolio Management/ Total Place/ Regeneration/ Carbon Reduction	June 2014	Corporate & Client/ Retained Property/ SWOne Estates	Fit for purpose affordable HQ, embracing public sector partners and carbon reduction technology where appropriate	HIGH 
Options Appraisal on Priory Rd Depot and identify future location for Depot function. TDBC FUNDING REQUIRED	Community & Commercial. Service Delivery/ Regeneration	June 2013	Strategic Director/ Retained Property	Fit for Purpose Depot, release of land for employment and a commercial receipt for reinvestment.	HIGH 
Options Appraisal on Swimming Pool provision in Taunton and implementation of resolutions. TDBC FUNDING REQUIRED	All. Efficient Portfolio Management/ Regeneration	December 2013	Strategy & Performance	Fit for purpose swimming provision, maximising any receipts of surplus assets.	HIGH 
Options Appraisal on assets with a high maintenance backlog	Growth. Efficient Portfolio Management/ Regeneration	December 2013	SWOne Estates	Assets delivering best value for money. Covenants on any sale to protect corporate strategy. Capital receipt secured for reinvestment.	HIGH 

Actions – Property Specific

Action and TDBC Funding (if appropriate)	Theme and Objective Supported	Target Date (for Member Authority to action if appropriate)	Lead	Anticipated Outcome	Financial Capitalised Benefit (Low, Med 10k+, High 50k+) and RAG Status identifying likelihood of Financial Benefit being received
Options Appraisal on Market House.	Growth. Regeneration	February 2014	Retained Property / SWOne Estates	A more appropriate use and higher income secured in this prominent High Street location.	HIGH 
Undertake an options appraisal on assets adjoining the new Third Way.	Growth. Housing & Health. Regeneration	February 2014	SWOne Estates	An appropriate use and receipt secured on these more visible and valuable sites.	MEDIUM/HIGH 
Canon Street Car Park. Undertake Options Appraisal	Corporate & Client Service. Growth. Efficient Portfolio Management	December 2014	SWOne Estates	Option to provide better income or related capital receipt than existing, without affecting economic development	HIGH 
Further to the Shared Community Assets for Somerset project, undertake an options appraisal on 28/30 Fore Street, Wellington	All. Sustainable Community Development. Quality Services	March 2014	Retained Property / SWOne Estates	A public sector one stop shop delivering best value ensuring locality drivers are addressed.	HIGH 
Coal Orchard Car Park. Undertake Options Appraisal if Paul St car park project is shelved.	Corporate & Client Service. Growth. Efficient Portfolio Management	December 2014	SWOne Estates	Option to provide better income or related capital receipt than existing, without affecting economic development	HIGH 

Section D: ASSET MANAGEMENT ORGANISATION



The process for constructing the AMP

The process for developing this AMP has been broken down into two phases:

- Development and Consultation
- Agreement

These stages are described below

AMP Development

The draft AMP has been produced by Southwest One Property and Facilities Management following consultation with:

- Portfolio Holder Cllr Cavill, Cllr Horsley, Cllr Coles
- CMT
- Retained Property Client/Project Taunton
- SWOne DMT (Estates)
- Corporate Strategy
- TDBC Officers responsible for areas including:
 - Finance
 - Climate Change
 - Community Development
 - Parking
 - Legal Services
 - Forward Planning
 - Economic Development
 - Housing and Health

Additional reference has been made to best practice by organisations including:
CIPFA
RICS

Agreement

Following approval of the draft by Corporate Scrutiny Committee agreement will be required from:
Executive

Roles and Responsibilities for Asset Management



The roles of CMT, the Property Asset Management Group, Corporate Scrutiny Committee and SouthWest One (SWOne) in relation to property asset management are described below.

CMT Role

CMT's role is to provide governance for strategic and high-level property asset and service decision making within TDBC, including:

- Promotion of efficient use of property assets by services in line with AMP objectives.
- Adoption or amendment of Corporate Policies in relation to property asset use and management.
- Approval of the Capital Programme and Maintenance Programme.

CMT will also:

- Act to enable resolution of differing views from client Departments, where Southwest One have been unable to resolve an issue.
- Provide strategic guidance on potential opportunities for collaboration in the use of assets with other public or third sector bodies or of asset transfers to the community.
- Receive budget monitoring reports (at least quarterly or as deemed necessary) in respect of TDBC property related budgets managed by Southwest One.
- Advise on any required targets for capital receipt and revenue.

The Authority's Client Officer (Louise Dance) acts as the initial point of contact for issues SWOne propose to bring to CMT



Roles and Responsibilities for Asset Management



Corporate Scrutiny Committee Role

Corporate Scrutiny Committee periodically (usually quarterly) review the progress on development and implementation of the AMP.

Southwest One Role

SWOne have the responsibility for managing the Council's operational and non-operational portfolios (excluding Housing) on a day to day basis in line with the AMP and the Council's policies and Standing Orders.

Specifically SWOne are responsible for maintaining the property assets and developing the planned maintenance and capital programmes for approval by CMT.

SWOne drive the production of the AMP and are the Council's advisor on corporate property related issues.

Funding for these activities by SWOne is provided by the Council.

The principal exceptions to this are:

- Housing assets, which are managed directly by the Council and maintained principally by the DLO
- Assets undergoing transformation as part of Project Taunton



Roles and Responsibilities for Asset Management

Property Asset Management Group Role

The draft Asset Management Plan is reviewed for recommended improvements by the Property Asset Management Group. Once approved they meet to monitor its delivery on at least a quarterly basis. This group is made up of:

TDBC

- Corporate and Client Officer
- Retained Property Clients
- Portfolio Holder
- Shadow Portfolio Holder
- Theme/Service Unit Managers as required

Southwest One

- Divisional Manager Estates
- Other staff on an exceptional basis for specific agenda items.

In addition to overseeing the delivery of the work identified in the AMP the Property Asset Management Group will encourage efficient stewardship and use of corporate property assets in line with AMP objectives.

The Group will meet at least quarterly following agreement of the AMP.

Section E: APPENDIX



Shared Community Assets for Somerset

The partners to the programme have a shared aim:

To have fewer, but higher quality public service buildings that cost less to run and provide better access to public services.

The Board has adopted ambitions as part of this aim which include exploring the following:

- Rationalise public sector accommodation around the county, sharing buildings and co-locating services across organisations to reduce running costs by at least 20%.
- Provide alternatives to closing service buildings that are no longer affordable as single use facilities.
- Provide flexible, modern accommodation meeting changing needs of stakeholders.
- Using high quality customer insight information to help shape the plans for assets.
- Improving quality of data about assets and customers and sharing the information between the partners. This will include the development of a County wide public sector asset map
- Giving local people access to information about the public assets where they live and work, in-line with the Government's drive for greater transparency in public services.
- Engaging with local communities on public buildings in their area, inviting creative input.
- Meeting duties under the Localism Act such as identifying assets valued by communities, the 'Right to Bid' for assets of community value, and 'The Community Right to Reclaim Land' that is under-used.
- Releasing land to help solve the shortage of affordable housing in Somerset.
- Joining-up capital funding and procurement on asset initiatives where possible to reduce costs

ASSET LIST as at JAN 2013 (1)

HAMILTON ROAD ALLOTMENTS,TAUNTON	9.00 ACRE 3.65 HA	ALLOTMENTS
OBRIDGE ALLOTMENTS, OBRIDGE,TAUANTON	5.54 ACRE 2.23 HA	
ROWBARTON ALLOTMENTS,,KINGSTON ROAD, TAUNTON	3.90 ACRE 1.58 HA	
WHITMORE ALLOTMENTS,,TAUNTON	3.71 ACRE 1.50 HA	
GALMINGTON ALLOTMENTS,,TAUNTON	3.50 ACRE 1.42 HA	
TURNERS ALLOTMENTS,,STAPLEGROVE ROAD, TAUNTON	15.64 ACRE 6.33 HA	
HIGHER HOLWAY ALLOTMENTS,TAUNTON	1.75 ACRE 0.71 HA	
STOKE ROAD ALLOTMENTS,,TAUNTON	1.15 ACRE 0.46 HA	
NORTON HILL FORT,NORTON FITZWARREN	3.81 ACRE 1.54 HA	AMENITY
AMENITY/LANDSCAPED AREA,MARY STREET, TAUNTON	125.00 SQ.M	
AMENITY & OPEN SPACE LAND,,HITHERMEAD ESTATE, BIS/LYDEARD	5.14 ACRE 2.08 HA	
PART RIVERSIDE WALK,,TAUNTON	0.30 ACRE 0.12 HA	
AMENITY & SPORTING AREA WITH,TANGIER YOUTH CENTRE, TAUNTON	1.00 ACRE 0.40 HA	
AMENITY AREA ADJOINING,DEANE DRIVE, TAUNTON	80.00 SQ.M	
GOODLAND GARDENS,TAUNTON	2.92 ACRE 1.17 HA	
AMENITY AREA & RIVER FOOTPATH,FRENCH WEIR, TAUNTON	0.97 ACRE 0.40 HA	
THE NORTHERN GARDENS,,TAUNTON CASTLE.	0.54 ACRE 0.22 HA	
OPEN SPACE ADJ. BLACKTHORN GDS,TAUNTON	0.35 ACRE 0.14 HA	
CASTLE GREN AMENITY AREA,,TAUNTON	0.20 ACRE 0.08 HA	
AMENITY AREA, CORPORATION ST,,TAUNTON	0.13 ACRE 0.05 HA	

ASSET LIST as at JAN 2013 (2)

AMENITY AREA ADJOINING PENNYS, FIELD, GALMINGTON		AMENITY
AMENITY AREA ADJOINING, PARKFIELD ROAD, TAUNTON		
LYNGFORD PARK OPEN SPACES, TAUNTON		
RIVERSIDE WALK, TAUNTON	0.51 ACRE 0.20 HA	
OAKHURST ESTATE, WELLINGTON, AMENITY AREAS	0.30 ACRE 0.12 HA	
AMENITY AREA ADJ. GAOL STREAM, & GARDENS, PARK STREET	0.23 ACRE 0.09 HA	
NORTH STREET AMENITY LAND, WELLINGTON	215.00 SQ.M	
AMENITY LAND, WESTFIELD CLOSE,, TAUNTON	140.00 SQ.M	
FIREPOOL AMENITY PARK, TAUNTON		
SITE OF AVIMO FACTORY,, LISIEUX WAY, TAUNTON	4.35 ACRE 1.76 HA	THALES SITE
THE FORMER CASH OFFICE, 28, FORE STREET, WELLINGTON		CASH OFFICE
LAND ADJ. BUS STATION,, TOWER STREET, TAUNTON	0.29 ACRE 0.11 HA	BUS & COACH PARKING
PRIORY BRIDGE ROAD, CAR PARK, TAUNTON.	3.88 ACRE 1.58 HA	CAR PARK
MARY ST/HIGH ST CAR PARK, TAUNTON	0.70 ACRE 0.28 HA	
SPRINGFIELD ROAD CAR PARK, WELLINGTON	0.18 ACRE 0.07 HA	
EXTENSION TO MULTISTOREY CAR, PARK .PAUL STREET, TAUNTON		
WELLINGTON CEMETERY,, HILLY HEAD, WELLINGTON	5.15 ACRE 2.08 HA	CEMETERY
ST. JAMES CEMETERY,, STAPLEGROVE ROAD, TAUNTON	4.64 ACRE 1.87 HA	
ST. MARY MAGDALENE & BISHOPS, HULL CEMETERY, WELLINGTON ROAD	14.20 ACRE 5.75 HA	
TAUNTON DEANE CEMETERY, WELLINGTON ROAD, TAUNTON		

ASSET LIST as at JAN 2013 (3)

THE CEMETERY LODGE,STAPLEGROVE,ROAD,TAUNTON		CEMETERY LODGE
METHODIST CHURCH AND PUB SITES,LISIEUX WAY TAUTNON	17.00 ACRE 6.88 HA	CHURCH AND PUB SITE
PRIORY FIELD PUBLIC OPEN SPACE,PRIORY BRIDGE RD,TAUNTON		COMMUNITY
COMMUNITY WOODLAND,NETHERCLAY,BISHOPS HULL	10.35 ACRE	COMMUNITY WOODLAND
THE DEANE HOUSE,,BELVEDERE ROAD, TAUNTON	3.44 ACRE 1.39 HA	COUNCIL OFFICES AND CAR PARK
4 CANAL ROAD, TAUNTON		CANAL ROAD
5 CANAL ROAD, TAUNTON		
TAUNTON CREMATORIUM,,WELLINGTON ROAD, TAUNTON		CREMATORIUM
SITE OF VOCTORIA GATE SURGERY,VICTORIA GATE CAR PARK		DOCTOR'S SURGERY SITE
WEIRFIELD GREEN WILDLIFE AREA,TAUNTON		ECOLOGICAL AREA
SITE OF CHESTNUT TREE, CANON,STREET CAR PARK, TAUNTON	0.19 ACRE 0.07 HA	ELDERLY PERSONS CLUB SITE (VACANT)
WILTON HOUSE, UPPER HIGH ST.,TAUNTON	0.52 ACRE 0.21 HA	ELDERLY PERSONS HOME
LAND ADJOINING FIRE STATION,LISIEUX WAY, TAUNTON	2.96 ACRE 1.20 HA	FAIRGROUNDS/FETES ETC
FLOOD ALLEVIATION LAND & WALL,,STATION RD. NORTON FITZWARREN	50.00 SQ.M	FLOOD ALLEVIATION WORKS
PAVILION AT DOBREE PARK,,ROCKWELL GREEN		FOOTBALL PAVILION
VIVARY PARK GOLF COURSE,TAUNTON	54.30 ACRE 22.00 HA	GOLF COURSE
SITE OF VIVARY GOLF CLUBHOUSE,VIVARY PARK, TAUNTON		GOLF CLUBHOUSE SITE
OPEN SPACE, HIGHER HOLWAY,ESTATE, TAUNTON	14.65 ACRE 5.93 HA	HOUSING
THE GAZEBO, LONGFORTH ROAD CAR,PARK, WELLINGTON		
BLACKDOWN BUSINESS PARK,WELLINGTON	1.85 ACRE 0.75 HA	INDUSTRIAL UNITS

ASSET LIST as at JAN 2013 (4)

LAND ADJ. OBRIDGE LINK ROAD,,TAUNTON	0.22 ACRE 0.08 HA	LAND ADJOINING HIGHWAY
LAND FOR AFC AND TENNIS CLUBS,AT WELLINGTON PLAYING FIELD		LAND FOR FOOTBALL AND TENNIS CLUB
LANDSCAPED & AMENITY AREA ADJ,QUANTOCK HOUSE,MARY ST,TAUNTON	175.00 SQ.M	LANDSCAPING
LANDSCAPE AREAS ADJ. VICTORIA,PARKWAY, TAUNTON	342.00 SQ.M	
LANDSCAPED AREAS ADJ. VICTORIA,PARKWAY, TAUNTON	1290.00 SQ.M	
LANDSCAPED AREA ADJOINING,7 HIGH STREET, WELLINGTON		
LAND ADJOINING 18 MAGDALENE,STREET, TAUNTON		LAND FOR EX ADVERTISING SITE
LAND,TENNIS COURTS & BOWLING,BLACKBROOK PAVILION SPORTS CTR	14.82 ACRE	LEISURE LAND AND TENNIS COURTS
TAUNTON LIVESTOCK AND PRODUCE,MARKET, CANAL ROAD, TAUNTON	9.86 ACRE 3.99 HA	EX LIVESTOCK MARKET
LOCAL CENTRE SITE,,LISIEUX WAY, TAUNTON	1.94 ACRE 0.78 HA	LOCAL CENTRE SITE
MARKET CAR PARK, CANAL ROAD,,TAUNTON	0.40 ACRE 0.16 HA	MARKET CAR PARK
PAUL STREET MULTISTOREY CAR,PARK,TAUNTON	1.64 ACRE 0.66 HA	MULTISTOREY CAR PARK
THE MUSEUM, 28 FORE STREET,,WELLINGTON		MUSEUM
REAR OF EX NURSERIES MOUNT STREET,TAUNTON		EX NURSERY SITE
PRIORY DEPOT OFFICE BLOCK,TAUNTON		OFFICES
BEDFORD HOUSE,PARK STREET,,TAUNTON	1.06 ACRE	
1ST AND 2ND FLOORS,FLOOK HOUSE,BELVEDERE ROAD, TAUNTON		
FIRST FLOOR OFFICES,30 FORE ST,WELLINGTON		
GROUND FLOOR, 30 FORE STREET,,WELLINGTON		
51/52 HIGH STREET, TAUNTON	312.00 SQ.M	OFFICES – GROUND LEASE

ASSET LIST as at JAN 2013 (5)

LYNGFORD PARK, PRIORSWOOD,ESTATE, TAUNTON	6.08 ACRE 2.46 HA	OPEN SPACE
HOYLES FARM OPEN SPACE,,WELLINGTON	3.65 ACRE 1.48 HA	
OPEN SPACE, UPPER HOLWAY ROAD,TAUNTON	3.10 ACRE 1.25 HA	
OPEN SPACE ADJ. ASDA STORES,,TAUNTON	2.93 ACRE 1.18 HA	
LAND OFF STATION ROAD,,BISHOPS LYDEARD	2.91 ACRE 1.18 HA	
LAND ADJ. PRIORY AVENUE AND,WINCKWORTH WAY, TAUNTON	1.76 ACRE 0.71 HA	
OPEN SPACE WAMBROOK CLOSE,SHERFORD	1.40 ACRE 0.56 HA	
CREECHBURY ORCHARD OPEN SPACE,TAUNTON	0.97 ACRE 0.39 HA	
LAND ADJ. PRIORY FIELDS,,TAUNTON	0.55 ACRE 0.21 HA	
GREENWAY ROAD, OPEN SPACE,TAUNTON	0.38 ACRE 0.15 HA	
ROSEBERRY TERRACE OEPN SPACE,TAUNTON	0.37 ACRE 0.15 HA	
OPEN SPACE, FAIRFIELD GREEN ,,CHANTRY FIELDS, CHURCHINFORD	0.21 ACRE 0.09 HA	
OPEN SPACE LAND AT DOWSLAND,WAY AND CHESTNUT DRIVE	0.20 ACRE 0.08 HA	
OPEN SPACE, SOUTH ROAD,,TAUNTON	0.12 ACRE 0.04 HA	
STANDFAST ROAD PUBLIC OPEN SPS,NERROLLS FARM,TAUNTON	0.08 ACRE	
ST ANDREWS VIEW OPEN SPACE,OFF.GREENWAY AVENUE, TAUNTON	0.02 HA	
BLACKBROOK WAY PUBLIC OPEN,SPACE, TAUNTON		
OPEN SPACE ON LAND ADJOINING,PRIORY WAY,TAUNTON		
WELLSPRINGS ROAD OPEN SPACE,TAUNTON	8.76 ACRE 3.55 HA	
CREECHBARROW HILL OPEN SPACE,TAUNTON	4.17 ACRE 1.69 HA	

ASSET LIST as at JAN 2013 (6)

OPEN SPACE & AMENITY AREA,STAPLEGROVE ROAD, TAUNTON	4.15 ACRE 1.67 HA	OPEN SPACE
OPEN SPACE ADJOINING,WELLINGTON ROAD, TAUNTON	0.92 ACRE 0.37 HA	
FARRIERS GRANGE OPEN SPACE,,MONKTON HEATHFIELD	5.00 ACRE 2.27 HA	
PUBLIC OPEN SPACE & CHILDRENS,PLAY AREA,THE SHAULDERS,TAUNTON	0.36 ACRE 0.15 HA	
LEYCROFT FARM OPEN SPACES,,TAUNTON	8.89 ACRE 3.60 HA	
OPEN SPACES, KILLAMS DRIVE,TAUNTON	6.35 ACRE	
OPEN SPACE, DOWSLAND FARM,TAUNTON	5.93 ACRE 2.40 HA	
OPEN SPACES, QUEENSWAY,,TAUNTON	5.76 ACRE 2.33 HA	
APPLEGROVE PUBLIC OPEN SPACES,TAUNTON	3.14 ACRE 1.27 HA	
BISHOPS MEAD OPEN SPACES,,BISHOPS HULL, TAUNTON	3.11 ACRE 1.26 HA	
LISIEUX WAY OPEN SPACES,,TAUNTON	2.16 ACRE 0.87 HA	
PARKFIELD WALK OPEN SPACE,TAUNTON	2.13 ACRE 0.86 HA	
OPEN SPACES HUDSON WAY,STAPLEGROVE, TAUNTON	1830.00 SQ.M	
OPEN SPACES, NEWBARN PARK,,TAUNTON	1.32 ACRE 0.53 HA	
CLAREMONT ESTATE OPEN SPACES,GALMINGTON, TAUNTON	1.25 ACRE 0.50 HA	
OPEN SPACES, HAINES PARK,,TAUNTON	1.00 ACRE 0.40 HA	
LOWER HOLWAY FARM, OPEN SPACES,TAUNTON	0.78 ACRE 0.31 HA	
THE SPINNEY OPEN SPACES,,TAUNTON	0.70 ACRE 0.28 HA	
OPEN SPACES, CRUFTS MEADOW,ESTATE, CREECH ST. MICHAEL	0.69 ACRE 0.28 HA	
OPEN SPACES, QUEENS DRIVE,,TAUNTON	0.42 ACRE 0.17 HA	

ASSET LIST as at JAN 2013 (7)

OPEN SPACES, WEST VIEW ESTATE,CREECH ST MICHAEL	0.25 ACRE 0.10 HA	OPEN SPACE
OPEN SPACES, RYSELAND WAY,,ESTATE, CREECH ST. MICHAEL	0.23 ACRE 0.09 HA	
OPEN SPACES AT UPCOTT CRES,,ASH CRESC,CHILLISWOOD CRESCENT	0.21 ACRE 0.08 HA	
OPEN SPACES, SHERFORD ROAD,,TAUNTON	0.20 ACRE 0.08 HA	
POS AT SWAINS LANE, WELLINGTON		
37 SOUTH ST,WELLINGTON	0.06 ACRE 0.02 HA	OXFAM SHOP PREMISES
VIVARY PARK,TAUNTON	17.85 ACRE 7.23 HA	PARK
VICTORIA PARK, TAUNTON	15.66 ACRE 6.33 HA	
PARK LODGE,WELLINGTON PARK,WELLINGTON		PARK LODGE
PAVILION AT CLEEVE RD PLAYING,FIELD,PRIORSWOOD		PAVILION
PAVILION AT GALMINGTON PLAYING,FIELD, TAUNTON		
PAVILION AT RECREATION GROUND,ADJOINING WELLINGTON PARK		
PAVILION AT WELLINGTON PLAYNG,FIELD, WELLINGTON		
PAVILION & TOILETS AT VICTORIA,PARK, TAUNTON		PAVILION AND TOILETS
PAVILION&PUBLIC TOILETS,,VIVARY PARK, TAUNTON		
HAMILTON GAULT PAVILION AND,TOILETS, TAUNTON		
PAVILION AND TOILETS AT,TAUNTON GREEN PLAYING FIELDS		
BIRCH ROAD PLAY AREA,,WELLINGTON	0.33 ACRE 0.13 HA	PLAY AREA
OAK PRIORS OPEN SPACES,,WELLINGTON	0.45 ACRE 0.18 HA	
PLAY AREA&PUBLIC OPEN SPACE AT,COTFORD ST LUKE	9.85 ACRE 3.99 HA	

ASSET LIST as at JAN 2013 (8)

GALMINGTON PLAYING FIELD,TAUNTON	9.44 ACRE 3.82 HA	PLAYING FIELD
CLEEVE ROAD PLAYING FIELD,,PRIORSWOOD, TAUNTON	7.32 ACRE 2.96 HA	
BISHOPS HULL PLAYING FIELD,BISHOPS HULL, TAUNTON	5.60 ACRE 2.26 HA	
WELLINGTON PLAYING FIELD,,WELLINGTON	11.05 ACRE 4.47 HA	
PLAYING FIELDS ADJOINING,BLACKBROOK SPORTS CENTRE	8.54 ACRE	
HAMILTON GAULT PLAYING FIELDS,TAUNTON	11.56 ACRE 4.67 HA	
TAUNTON GREEN PLAYING FIELDS	10.75 ACRE 4.00 HA	
SHOWELL PARK PUBLIC OPEN SPACE,STAPLEGROVE.TAUNTON	1.67 ACRE 0.67 HA	PUBLIC OPEN SPACE
PUBLIC OPEN SPACE,CHAMPFORD,LANE,WELLINGTON	0.50 ACRE	
POS AT WHITE STREET,NORTH,CURRY		
PUBLIC OPEN SPACE, CHELSTON,BUSINESS PARK		
PUBLIC OPEN SPACE AT SAXON,CLOSE, OAKE	0.10 ACRE 0.04 HA	
DOBREE PARK PUBLIC OPEN SPACE,ROCKWELL GREEN.	4.70 ACRE 1.90 HA	
TREVOR SMITH POS, SOUTH STREET,TAUNTON		
EX CASTLE STREET CAR PARK,,TAUNTON	0.62 ACRE 0.25 HA	
CANON STREET CAR PARK,,TAUNTON	2.00 ACRE 0.80 HA	PUBLIC CAR PARK
CRESCENT CAR PARK, TAUNTON	1.84 ACRE 0.74 HA	
TANGIER CAR PARK, TAUNTON	1.61 ACRE 0.65 HA	
VICTORIA GATE CAR PARK,,TAUNTON	1.56 ACRE 0.63 HA	
COAL ORCHARD CAR PARK,,TAUNTON	1.35 ACRE 0.58 HA	

ASSET LIST as at JAN 2013 (9)

ENFIELD CAR PARK, TAUNTON	1.35 ACRE 0.55 HA	PUBLIC CAR PARK
KILKENNY CAR PARK, TAUNTON	1.24 ACRE 0.50 HA	
BELVEDERE ROAD CAR PARK,,TAUNTON	1.22 ACRE 0.49 HA	
LONGFORTH ROAD CAR PARK,WELLINGTON	1.20 ACRE 0.48 HA	
WOOD STREET CAR PARK,,TAUNTON	1.13 ACRE 0.45 HA	
CAR PARK CROFT WAY,,WIVELISCOMBE	0.95 ACRE 0.38 HA	
NORTH STREET CAR PARK,,WELLINGTON	0.81 ACRE 0.33 HA	
SOUTH STREET CAR PARK,,WELLINGTON	0.65 ACRE 0.26 HA	
CASTLE GREEN CAR PARK,TAUNTON TAUNTON	0.50 ACRE 0.20 HA	
WHIRLIGIG CAR PARK, TAUNTON	0.40 ACRE 0.16 HA	
PUBLIC CAR PARK, FONS GEORGE,ROAD, TAUNTON.	0.35 ACRE 0.14 HA	
KILKENNY CAR PARK,,TAUNTON	0.32 ACRE 0.13 HA	
ELMS PARADE CAR PARK,STAPLEGROVE ROAD, TAUNTON	0.25 ACRE 0.10 HA	
GREENBROOK TERRACE CAR PARK,,TAUNTON		
NORTH STREET PUBLIC CAR PARK,WIVELISCOMBE		
CASTLE WALK PUBLIC,CONVENIENCES, TAUNTON		PUBLIC CONVENIENCE
MILVERTON PUBLIC CONVENIENCES,CREEDWELL ORCHARD, MILVERTON		
PAUL ST PUBLIC CONVENIENCES,TAUNTON		
PUBLIC CONVENIENCES,,LONGFORTH ROAD CAR PARK		
PUBLIC CONVENIENCES AT FRENCH,WEIR RECREATION GROUND,TAUNTON		
PUBLIC CONVENIENCES AT,ROCKWELL GREEN, WELLINGTON		

ASSET LIST as at JAN 2013 (10)

PUBLIC CONVENIENCES CANON,STREET CAR PARK, TAUNTON		PUBLIC CONVENIENCE
PUBLIC CONVENIENCES, GOODLAND,GARDENS, TAUNTON		
PUBLIC CONVENIENCES, HIGH ST,CAR PARK, TAUNTON		
PUBLIC CONVENIENCES, MOUNT ST.,BISHOPS LYDEARD		
PUBLIC CONVENIENCES, NORTH,STREET CAR PARK, WELLINGTON		
PUBLIC CONVENIENCES,,BELVEDERE ROAD, TAUNTON		
PUBLIC CONVENIENCES,,FONS GEORGE ROAD, TAUNTON		
PUBLIC CONVENIENCES,,NORTH STREET, WIVELISCOMBE		
PUBLIC CONVENIENCES,,PRIORY BRIDGE ROAD CAR PARK		
PUBLIC CONVENIENCES,CANAL,ROAD,TAUNTON		
PUBLIC CONVENIENCES,KINGSTON ROAD, TAUNTON		
WELLINGTON PARK PUBLIC CONVENS		
PUBLIC CONVENIENCES,BISHOPS,LYDEARD STATION.		
ELMS PARADE ORNAMENTAL GARDEN,TAUNTON	130.00 SQ.M	PUBLIC GARDEN
NERROLLS FARM POS AND FOOTBALL,PITCH, TAUNTON	22500.00 SQ.M	PUBLIC OPEN SPACE
WEIRFIELD GREEN PUBLIC OPEN,SPACE,STAPLEGROVE RD,TAUNTON	2.00 ACRE 0.41 HA	
OPEN SPACE,VIRGINIA ORCHARD,,BUSHY CROSS LANE, RUISHTON	185.00 SQ.M	
CHIMORA AND LEIGH PARKS,WEST,BUCKLAND	1.63 ACRE 66.00 HA	
NASH GREEN PUBLIC OPEN SPACE,,SWALLOWFIELDS,STAPLEGROVE.	1.36 ACRE 0.55 HA	
MARQUIS MEADOW PUBLIC OPEN,SPACE,ROCKWELL GREEN	0.84 ACRE 0.34 HA	
POS ADJOINING SHERFORD STREAM,& QUEENS DRIVE	0.75 ACRE	

ASSET LIST as at JAN 2013 (11)

HILLYFIELDS PUBLIC OPEN SPAC,,UPPER HOLWAY,TAUNTON	0.69 ACRE 0.28 HA	PUBLIC OPEN SPACE
ST.QUINTINS WALK PUBLIC OPEN,SPACE,BATHPOOL,TAUNTON	0.57 ACRE	
JURSTON LANE PUBLIC OPEN SPAC,,WELLINGTON	0.44 ACRE 0.18 HA	
PUBLIC OPEN SPACE, ACACIA,GARDENS, BATHPOOL, TAUNTON	0.44 ACRE 0.18 HA	
CROFTERS GREEN PUBLIC OPEN,SPACE,MONKTON HEATHFIELD	0.38 ACRE 0.15 HA	
RYES TERRACE PUBLIC OPEN SPACE,CREECH ST., MICHAEL.	0.12 ACRE 0.05 HA	
SUMMERLEAZE PUBLIC OPEN SPACE,,NERROLS FARM,TAUNTON	0.05 ACRE 190.00 SQ.M	
CHEDDON MEWS PUBLIC OPEN SPACE, CHEDDON RD, TAUNTON	0.02 ACRE 80.00 SQ.M	
CASHFORD GATE PUBLIC OPEN,SPACE,NERROLS FARM,TAUNTON		
MALLARD COURT PUBLIC OPEN,SPACES,PRIORSWOOD RD,TAUNTON		
PUBLIC OPEN SPACE AT BAILEYS,GATE,COTFORD ST LUKE		
PUBLIC OPEN SPACE AT HAIMES,WHARF		
OPEN SPACE & AMENITY AREA,WINDMILL HILL,NORTH CURRY	0.22 ACRE 0.09 HA	
sAWYERS LEIGH PUBLIC OPEN,SPACE,KINGSTON ST MARY	0.59 ACRE	
PUBLIC OPEN SPACES,,WIVELISCOMBE	0.73 ACRE 0.29 HA	
PUBLIC OPEN SPACE, THE ACORNS,WELLINGTON	0.28 ACRE 0.03 HA	
RECREATION GROUND, WELLINGTON,(ADJOINING THE PARK)	5.28 ACRE 2.14 HA	RECREATION GROUND
FRENCH WEIR RECREATION GROUND,TAUNTON	5.85 ACRE 2.37 HA	
GREENWAY RECREATION GROUND,TAUNTON	3.50 ACRE 1.42 HA	
LAND ADJ. HAYDON LANE, TAUNTON	0.48 ACRE 0.19 HA	
GROUND FLOOR, FLOOK HOUSE,,BELVEDERE ROAD, TAUNTON		EX REGISTRAR AND CAR PARKING

ASSET LIST as at JAN 2013 (12)

TANGIER SCOUT & GUIDE CENTRE,CASTLE STREET, TAUNTON	0.22 ACRE 0.09 HA	SCOUT AND GUIDE CENTRE
SCRAP METAL YARD & ADJOINING,LAND, PRIORY WAY, TAUNTON	1.77 ACRE 0.71 HA	SCRAP METAL YARD
THE BIKE PARK, COAL ORCHARD,TAUNTON	0.12 ACRE 0.05 HA	BIKE PARK
SITE OF MIKE CHEDZOY MOTORS,AT GREENBROOK TERRACE CAR PARK		SITE OF CHEDZOY MOTORS
SITE OF FORMER PUBLIC,CONVENIENCES,CHELSTON	0.17 ACRE 0.07 HA	SITE OF FORMER PUBLIC CONVENIENCES
SPECTATOR STAND AT WELLINGTON,PLAYING FIELD		SPECTATOR STAND
WELLINGTON SPORTS CENTRE,,WELLINGTON	7.31 ACRE 2.96 HA	SPORTS CENTRE
BLACKBROOK PAVILION SPORTS,CENTRE,BLACKBROOK WAY,TAUNTON	5.20 ACRE	
WELLSPRINGS SPORTS CENTRE,CHEDDON ROAD,TAUNTON		
LAND AT FROBISHER WAY,,BINDON ROAD, TAUNTON	0.75 ACRE 0.30 HA	STORAGE LAND
LAND ADJ.RIVER TONE,,TAUNTON	0.25 ACRE 0.10 HA	SURPLUS HIGHWAY LAND
SWIMMING BATHS, ST. JAMES,STREET, TAUNTON	0.29 ACRE 0.11 HA	SWIMMING POOL
TAUNTON DEANE SWIMMING BATHS,BELVEDERE ROAD, TAUNTON	1.01 ACRE 0.41 HA	
TAUNTON BOWLING CLUB LAND,,VIVARY PARK, TAUNTON		BOWLING CLUB
CRICKET GROUND, ASH MEADOWS,TAUNTON	3.80 ACRE 1.54 HA	CRICKET CLUB
227 CHEDDON ROAD,TAUNTON	0.02 ACRE 80.00 SQ.M	TAUNTON GREEN LODGE
GROUND FLOOR OF PAUL ST MULTI,STOREY CAR PARK,TAUNTON		LIBRARY TAXI RANK
LAND LEASED TO A1/APEX TAXIS,LONGFORTH RD,WELLINGTON		
LAND ADJOINING HIGHFIELDS,STOKE ST MARY	4.50 ACRE 1.82 HA	NURSERY

ASSET LIST as at JAN 2013 (13)

VIVARY PARK TENNIS COURTS,TAUNTON	0.53 ACRE 0.21 HA	TENNIS COURTS
TENNIS COURTS AT TAUNTON GREEN,PLAYING FIELD,CHEDDON RD,TNT		
WELLINGTON PARK	4.60 ACRE 1.86 HA	PARK
SITE OF BREWHOUSE THEATRE &,ARTS CENTRE,COAL ORCHARD, TNT	0.92 ACRE 0.37 HA	THEATRE AND ARTS CENTRE
TOURISM AND CAR PARK AND POS,BISHOPS LYDEARD	1.72 HA	TOURISM AND CAR PARK
THE MARKET HOUSE & GROUNDS,,THE PARADE, TAUNTON	0.45 ACRE 0.18 HA	VARIOUS
MUNICIPAL BUILDINGS AND,CASTLE WALK, TAUNTON		
HANKRIDGE WETLANDS NATURE,RESERVE,TAUNTON		WETLANDS NATURE RESERVE
NATURE RESERVE,BICKENHALL	1.50 ACRE	WILDLIFE SITE
Y.M.C.A. SITE, LISIEUX WAY, TAUNTON	1.12 ACRE 0.45 HA	YMCA
SITE OF TRIDENT YOUTH CLUB,GALMINGTON, TAUNTON	0.50 ACRE 0.20 HA	YOUTH CLUB
POS AT STANDFAST PLACE,,NERROLLS FARM, TAUNTON	0.08 ACRE	NOT DESCRIBED
1&2 CANAL ROAD, TAUNTON, DEMOLISHED		
LAND IN TANCRED STREET, TAUNTON		
84,86,88&88A PRIORY BRIDGE,ROAD,TAUNTON		
LAND AT LONG RUN FARM,TAUNTON		
UNIT 3 CANAL ROAD ,TAUNTON, DEMOLISHED		

Taunton Deane Borough Council

Executive 16 - January 2013

Introduction of the Community Infrastructure Levy (CIL) in Taunton Deane – Consultation Responses on Preliminary Draft Charging Schedule and Proposed Amendments

Report of the Policy Lead Officer

(This matter is the responsibility of Executive Councillor Edwards)

1.0 Executive Summary

This report provides feedback on the consultation on the CIL Preliminary Draft Charging Schedule, which took place from 29 June to 27 July 2012.

It also sets out the proposed Draft Charging Schedule, which takes account of the comments received and will be published for representations prior to submission to the Examiner.

Arising from the consultation, the Council needs to bring forward a policy for payment of CIL by instalments, and to provide a map indicating the zones within which different rates of CIL will be charged. These are appended to this report.

2.0 Background

- 2.1 At its meeting on 20 June 2012, the Executive agreed to progress the introduction of the Community Infrastructure Levy (CIL) in Taunton Deane, and approved a Preliminary Draft Charging Schedule (PDCS) for consultation.
- 2.2 Consultation on the PDCS took place over a 4-week period between 29 June and 27 July. Around 20 responses were received, the majority being from developers and agents. Comments from respondents have been considered and discussed with the Council's consultants, Three Dragons and Peter Brett Associates. These are summarised in Appendix 1, together with a proposed response.
- 2.3 The next stage in the CIL process is to publish a Draft Charging Schedule (DCS), taking account of the comments which have been received. There will be a further opportunity for people to make representations prior to the Schedule being submitted for independent Examination. The CIL can then be adopted, providing a mechanism to collect contributions towards the provision of strategic infrastructure (as set out in Policy CP7 of the Core Strategy).

3.0 Timescale

3.1 The comments received have meant that some extra work has had to be undertaken before the Draft Charging Schedule can be published. In particular, respondents have suggested that the Council includes with the DCS a policy for payment by instalments. The proposed policy is attached to this report (Appendix 2).

3.2 Similarly, respondents have requested that a map showing the zones within which different rates of CIL would be charged is included with the DCS. This has now been prepared and is also attached to this report (Appendix 3).

3.3 The timescale for progressing CIL is now as follows:

Executive: 16 January 2013

Full Council: 22 January

Publication of Draft Charging Schedule: Friday 1 February

Formally approach PINS with request for an examination: early-February

Period for representations: 1 February – 15 March

LDF Steering Group/Portfolio Holder sign-off: w/c 18 March

Submission to the Examiner: w/c 25 March

Examination: May-June 2013

Adoption: July-August 2013

4.0 Recommended changes to the Charging Schedule

4.1 As a result of consultation responses, the following changes are proposed to be incorporated in the Charging Schedule when it is published as the 'Draft' that will eventually be submitted for examination:

- A reduction in the proposed charge for residential development in Taunton from £80 per square metre to £70. In this way, the Council can demonstrate that it is avoiding setting a charge right up to the margin of economic viability across the majority of sites in the Taunton area.
- Exemption of residential development in Taunton town centre from payment of CIL. This will ensure that delivery of brownfield sites in the town centre, which are key to delivery of the Core Strategy and Project Taunton regeneration schemes, are not rendered unviable by introduction of the levy.
- Exemption of residential development in the Wellington urban extensions from payment of CIL. This will reduce the risk to delivery of key elements such as affordable housing.

- Simplification and re-definition of the proposed charges for retail development, so that a single charge of £140 per square metre will apply outside Taunton and Wellington town centres (as defined on the Core Strategy proposals maps), with no charge being levied on retail development within those centres. This is to avoid the risk of legal challenge to charges based on size of retail unit, distinctions between stores selling comparison and convenience goods, or 'high street' and 'bulky goods' types of retailing.
- Publication of a policy for payment of CIL by instalments (see Appendix 2).
- Production of a map on an Ordnance Survey base showing the proposed charging zones (see Appendix 3).

4.2 Where it is not proposed to make changes in line with suggestions received, respondents will be able to make further comments when the Draft Charging Schedule is published, and issues raised at that stage will be considered by the Examiner.

4.3 It is important to note that the proposed CIL rates have been derived from viability assessments that allow for the proportion of affordable housing set out in the adopted Core Strategy (25%). The affordable housing is assumed to be 45% social rent, 15% affordable rent, and 40% intermediate. These parameters have previously been agreed by the Council. This should provide some reassurance that the introduction of CIL will not put the delivery of affordable housing at risk.

4.4 After the introduction of CIL, S106 agreements will continue to be used to deliver certain on-site measures (such as children's play and affordable housing). However, it will not be possible to pool S106 contributions from more than five separate developments after April 2014, so it is essential to progress CIL to deliver off-site infrastructure and measures where pooling a large number of developer contributions would otherwise be needed.

5.0 Links to Corporate Aims

5.1 The funding that will be obtained through the introduction of CIL is fundamental to delivering the Council's objectives for tackling deprivation and sustainability community development, regeneration and climate change. At present, under the Regulations, CIL cannot be spent on providing affordable housing.

6.0 Environmental Implications

6.1 There are no direct environmental implications; however, failure to deliver the infrastructure identified in the Council's Infrastructure Delivery Plan (IDP) would have significant implications for flood alleviation, accessibility and reduction of carbon emissions. Development funded through CIL is likely to include infrastructure that will enhance the environment, such as country parks and green spaces.

7.0 Community Safety Implications

7.1 There are no identified community safety implications.

8.0 Equalities Impact

8.1 No separate Equalities Impact Assessment has been carried out as CIL is essentially a mechanism, rather than a proposal in its own right. A separate Equalities Impact Assessment has however been prepared to accompany the Core Strategy, whose proposals CIL is intended to help implement.

9.0 Risk Management

9.1 The principal risks associated with failure to introduce CIL are that the infrastructure needed to deliver the growth in the Core Strategy cannot be provided. This would undermine the long-term strategy for Taunton Deane and the achievement of the Council's corporate objectives.

10.0 Partnership Implications

10.1 The Council will need to work in partnership with a range of other organisations to deliver the proposals using CIL receipts.

11.0 Recommendations

11.1 The Executive are requested to endorse the Draft Charging Schedule, the Instalment Policy and proposed Charging Zones for public consultation.

12.0 Persons to Contact

Phil Bisatt, Policy Officer (Planning and Development)

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Taunton Deane Borough Council
Community Infrastructure Levy

Draft Charging Schedule

December 2012

Community Infrastructure Levy (CIL) – Preliminary Draft Charging Schedule

Introduction

The Community Infrastructure Levy (CIL) was introduced under the Planning Act 2008 and is defined in the CIL Regulations 2010 (as amended 2011). Local authorities in England and Wales can elect to charge CIL on new developments.

CIL takes the form of a charge per square metre of additional floorspace (new build or extensions) and can be charged on most new development. There are exemptions for charitable organisations and affordable housing, together with some size thresholds for non-residential uses. Domestic extensions, together with non-residential development resulting in the creation of less than 100 sq m of net additional floorspace, are not liable for CIL.

The introduction of CIL is seen as necessary in part because, from April 2014, the ability to pool planning obligations under Section 106 of the Town and Country Planning Act 1990 (as amended), will be restricted. It will therefore become difficult to deliver larger scale items of infrastructure such as schools, swimming pools and transport schemes, where pooling of numerous individual planning contributions is often necessary. Section 106 agreements will continue to be used to deliver some infrastructure (as will Section 278 for highways), but this will largely be restricted to site-specific mitigation and for providing affordable housing.

The money raised through CIL will be used to deliver infrastructure that is needed to support the proposals set out in the Council's Core Strategy and the Taunton Town Centre Area Action Plan.

Evidence to support the proposed levels of CIL

The evidence to support this Draft Charging Schedule is available on the Council's website at www.tauntondeane.gov.uk/corestrategy/cil. Other links are given at the end of this document. The viability appraisal to support the proposed charges has been prepared on behalf of the Council by Three Dragons and Peter Brett Associates.

The viability appraisal looks at notional and actual housing development sites in Taunton Deane, and also considers non-residential uses. It recommends rates of CIL that can be charged without putting the majority of development proposed at risk. The evidence indicates that for residential development, CIL would not render the majority of development unviable in most of Taunton Deane. For non-residential uses the only type of development which could support CIL and remain viable, at present, is retailing outside the town centres of Taunton and Wellington.

The Proposed Levy

The Draft Charging Schedule attached has been prepared in accordance with Part 11 of the Town and Country Planning Act 2008 and the Community Infrastructure Levy Regulations 2010 (as amended). The Council has sought to strike a balance between ensuring appropriate development comes forward and the impact of CIL on development viability. It has also sought to balance costs between aspects of site-specific infrastructure which will continue to be secured through Section 106 planning obligations and those that will be funded through CIL.

The CIL rates proposed are set out in the Draft Charging Schedule. An assessment of the viability of development in different parts of the Borough has been carried out by the Council's consultants to determine what level of CIL could be charged without affecting the viability of most development. The Regulations recognise that the CIL charge may make some development unviable and that CIL should not be set at such a low rate as to ensure that every development remains viable.

Viability evidence suggests that there is no scope to charge CIL on residential development within Taunton town centre and Wellington (urban area and urban extensions), nor on retail development within Taunton and Wellington town centres. Employment development in the Borough is also not able to support CIL.

Once CIL is adopted, the charging rates proposed will be indexed to account for inflation using a nationally recognised index. The charges will be regularly reviewed to take account of changes in viability, and any proposed changes to the Charging Schedule will be submitted for further examination.

CIL Relief

The CIL Regulations provide for full relief from the CIL charge for any part of a development which is affordable housing (and includes social and affordable rent and shared ownership). Charity landowners will also benefit from relief provided that the development is to be used for charitable purposes. If a development is initially granted CIL relief and then circumstances change, there is a claw-back period of 7 years within which the development will become liable for CIL. Relief can also be given in exceptional circumstances, subject to the Council publishing a policy to this effect. Such exceptional circumstances will only apply where there is a Section 106 planning obligation in place that has costs greater than the chargeable amount and where the addition of CIL would make the development unviable; additionally the amount of relief granted must not be sufficient to qualify as notifiable state aid under EU law.¹ The fact that an application may be unviable is unlikely, in itself, to constitute an exceptional circumstance in terms of the CIL Regulations. However, the Council will give further consideration to what might constitute exceptional circumstances prior to the introduction of CIL and if appropriate will publish a policy covering these.

Payment of CIL

CIL is payable on commencement of development. However, the Council invited views at the Preliminary Draft stage as to whether there should be a policy to allow payment of CIL by instalments. As a result of views received, the Council has now prepared an instalments policy which is being published alongside this Draft Charging Schedule.

¹ The current de minimis threshold is €200,000 (€100,000 for undertakings in the road transport sector) over a rolling three year fiscal period. Community Infrastructure Levy Relief Information document published by CLG.

Relationship between CIL and Section 106 agreements

Provision for Section 106 agreements will remain, but from April 2014, under Regulation 123, the ability to pool contributions from developers via S106 to deliver larger items of infrastructure will be substantially curtailed. The Council's intention is that CIL will be used to deliver larger strategic items with S106 retained only for direct mitigation of site-specific impacts.

Under Regulation 123, the Council will also need to prepare a list setting out the types of infrastructure that it intends to fund through CIL, prior to the adoption of its Charging Schedule. CIL cannot be used as well as Section 106 to deliver the same piece of infrastructure. The Regulation 123 list will be published in advance of the introduction of CIL.

CIL for local communities

The Council will be required to pass a 'meaningful' proportion of CIL receipts to parish councils for use on infrastructure identified as important by the local community. Further guidance on what constitutes a meaningful proportion is awaited from central Government.

Next Steps

The CIL Regulations require the Council to carry out two stages of consultation on the proposed CIL Charging Schedule. The Preliminary Draft was the subject of consultation between 29th June and 27th July, 2012.

Taking account of comments received on the Preliminary Draft, the Council is now publishing a Draft Charging Schedule for examination in the summer of 2013. This will be available for people to make representations between 1st February and 15th March. The Draft Charging Schedule, together with the representations received, will then be submitted to the Examiner prior to an examination being held.

Your Views

We would like to receive any comments you may have on the CIL Draft Charging Schedule.

Comments should be put in writing and sent to:

Policy (Planning and Development)
Taunton Deane Borough Council
The Deane House
Belvedere Road
Taunton
Somerset
TA1 1HE

e-mail: talkingtomorrows@tauntondeane.gov.uk

Links

Report to Executive 16th January 2013: www.tauntondeane.gov.uk/corestrategy/cil

Report to Executive 20th June 2012: www.tauntondeane.gov.uk/corestrategy/cil

CIL Viability Appraisal: www.tauntondeane.gov.uk/corestrategy/cil

Taunton Deane Borough Council Infrastructure Delivery Plan:

<http://www.tauntondeane.gov.uk/irj/go/km/docs/CouncilDocuments/TDBC/Documents/Forward%20Planning/Evidence%20Base/IDP.pdf>

Taunton Deane Community Infrastructure Levy Draft Charging Schedule

This charging schedule has been prepared in accordance with Part 11 of the Town and Country Planning Act 2008 and the Community Infrastructure Levy Regulations 2010 (as amended by the 2011 Regulations). It is supported by local evidence regarding infrastructure requirements and the impact of the levy on the viability of development, as set out in the consultants' reports. These can be found on the Council's website as part of the Core Strategy and CIL Evidence Base (see links on previous page).

Levy Rates

The rates below will be charged against the gross internal floor area of:

- All new dwellings
- All other development exceeding 100 sq m in size

Development Uses	Levy (per sq m)
Residential Development in Taunton, including urban extensions	£70
Residential Development in Taunton town centre	£0
Residential Development in Wellington, including urban extensions	£0
Residential Development outside Taunton and Wellington	£125
Retail development outside Taunton and Wellington town centres	£140
All other development	£0

How the CIL charge will be calculated

In accordance with the Regulations, where applicable the Council will issue a Liability Notice that states the chargeable amount on grant of planning permission or as soon as possible after the grant of planning permission. The Council will calculate the amount of CIL chargeable using the formulae set out in the Regulations.

Full details of the way in which CIL will be calculated, together with an overview of CIL and the full Regulations, can be found on the CLG website:
<https://www.gov.uk/government/organisations/departments-for-communities-and-local-government>.

APPENDIX 1

Community Infrastructure Levy – Preliminary Draft Charging Schedule – Consultation Responses June/July 2012

Respondent No.	Respondent	Comments	TDBC Response
1	Network Rail	A policy should be included requiring improvements to rail facilities as a result of increased patronage arising from new development. There should also be a policy directing CIL monies towards level crossing improvements where a need is generated by development.	<p>The Regulation 123 list may include certain rail projects in due course; for example, a station at Wellington if this is confirmed as feasible.</p> <p>Future use of CIL for level crossing improvements will need to be the subject of discussions between the Council and Network Rail.</p>
2	Highways Agency	No specific comments – request ongoing liaison between the Council and the Highways Agency.	Noted.
3	Woodland Trust	The CIL document does not make clear that green infrastructure – trees and woodlands specifically – are eligible for funding via CIL.	It is not the role of the Charging Schedule to do this; however green infrastructure is included in the Council's IDP and where appropriate will be addressed via the Regulation 123 list identifying items for funding via CIL.
4	Somerset County Council	Clarity is required as to what is meant by 'Taunton' geographically.	The charging zones will be identified on an OS base map when the Draft Charging Schedule is published.

Respondent No.	Respondent	Comments	TDBC Response
		<p>The definition of residential development should be based on the Use Classes Order.</p> <p>Will chargeable amounts be index linked and if so, how?</p> <p>The residual S106 element does not appear to include public transport schemes. Clarification on funding sources for off-site infrastructure would be welcomed.</p>	<p>The Regulations specify 'intended uses of development' rather than use classes.</p> <p>Chargeable amounts will be index linked to BCIS values.</p> <p>It is correct that off-site infrastructure will not normally be included under S106. Clarification on funding sources will be provided as part of the process of drawing up the Regulation 123 list of projects for CIL funding.</p>
5	Sport England	<p>Support for the use of planning obligations/CIL as a means of securing new/enhanced places for sport and a contribution towards future maintenance.</p> <p>All new dwellings in Taunton Deane should provide for new or enhanced sport and recreation facilities.</p> <p>Existing standard charge approaches should be incorporated into CIL charges.</p>	<p>This is the intention as set out in the Council's Infrastructure Delivery Plan.</p> <p>CIL will be collected from the majority of new dwellings and is likely to be used for this purpose.</p> <p>It is intended that this will happen.</p>
6	Environment Agency	<p>Consideration should be given to 'capping' CIL contributions on</p>	<p>There is no provision in the CIL Regulations to do this. The type</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>very large developments.</p> <p>Charges for new dwellings should be based on the number of dwellings, not square metres of floor area.</p> <p>There is no mention in the Schedule of the Regulation 123 list.</p> <p>It would be wise to have a policy for payment by instalments as referred to in CLG guidance on CIL.</p> <p>Some critical infrastructure may need to be in place before the commencement of development and this needs to be borne in mind when agreeing instalments payments with applicants.</p>	<p>of development quoted would not in fact be liable for CIL in Taunton Deane.</p> <p>The CIL Regulations specify that charges are levied per square metre of floor area. Charges relate to the total floorspace, not the building footprint.</p> <p>The Regulation 123 list is referred to on pages 3 and 4 of the Schedule.</p> <p>Support for an instalment policy is noted.</p> <p>Noted; however the timing of payment of CIL is not directly linked to the timing of delivery of infrastructure, and other mechanisms to ensure delivery will be needed.</p>
7	Country Land & Business Association	The local authority should consider the use of different rates for rural and urban areas to take account of differences in economic viability.	The emerging Charging Schedule does include differential rates for urban and rural areas based on a viability assessment.

Respondent No.	Respondent	Comments	TDBC Response
		<p>Buildings erected for agricultural, forestry or horticultural purposes should be exempted or zero-rated.</p> <p>A nil rate should be set for change of use of redundant farm buildings or an extension to provide units for small business start-ups.</p> <p>Farm shops should be exempted from CIL.</p> <p>Agricultural, forestry and other occupational dwellings should be considered separately from other dwellings or classified with affordable housing for CIL purposes.</p> <p>Other rural dwellings which are not being sold on the open market but which are being retained to provide an income for the landowner, should be treated</p>	<p>The emerging Charging Schedule does not propose a levy on these types of development.</p> <p>The emerging Charging Schedule does not propose to levy CIL on any type of employment space.</p> <p>The emerging Charging Schedule would exempt farm shops if they are on the farm. Other new shopping floorspace in rural areas would be liable to pay CIL.</p> <p>To qualify for exemption from CIL under Regulation 49, dwellings would need to be let by registered housing providers or local authorities on an assured agricultural tenancy or on an 'intermediate rent' basis.</p> <p>With the exception of affordable housing, there is no provision in the Regulations for exempting rural dwellings from CIL where these are not being sold on the</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>flexibly in terms of payment of CIL.</p> <p>Concern that the allocation of a 'meaningful proportion' of CIL revenue to local communities is likely to result in aspirational proposals which are not underpinned by robust evidence or viability assessments.</p>	<p>open market. In planning terms it would not be possible to distinguish dwellings on the basis of the financial circumstances of the owner.</p> <p>Noted. Guidance on this issue is awaited from central Government. The Council intends to publish its Regulation 123 list setting out the measures on which it expects to spend CIL.</p>
8	WYG Planning & Environment (1)	<p>Since the CIL tariff will be non-negotiable, developers will be forced to negotiate the S106 component which will result in a decrease in the number of affordable homes. New Homes Bonus would also be reduced if less housing was completed.</p>	<p>To minimise this risk, the proposed CIL charges have been tested on the basis of a specified level and mix of affordable housing. However, the Council cannot afford to forego the receipts that CIL will raise. These are essential to deliver the infrastructure required for development to take place as set out in the Core Strategy. By reducing the CIL rate for residential development in Taunton the Council has listened to the development industry and added more flexibility into the rate.</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>The proposed rates for Taunton are higher than rates proposed by authorities elsewhere in the South West despite land values being lower.</p> <p>Would support a provision for payment of CIL by instalments.</p>	<p>The rates for Taunton Deane have been subject to viability testing. On the basis of the viability evidence the Council is satisfied that they are valid. Proposed rates in other authorities in the South West should not be used to set Taunton Deane rates.</p> <p>Noted.</p>
9	GVA on behalf of St Modwen	<p>Clarification is sought as to whether the proposed CIL charges are based on Gross Internal Area.</p> <p>Justification is sought for the level of CIL proposed for retail development when compared with the charges which are proposed elsewhere in the South West.</p> <p>Clarification is sought regarding the proposed level of CIL rates for residential development (particularly the £80 rate for development in Taunton) and whether there should be a</p>	<p>Regulation 40 (5) states that CIL is to be charged on the basis of the Gross Internal Area of the part of the development chargeable at the relevant rate.</p> <p>The levy is informed by evidence on viability in Taunton Deane. Markets and delivery strategies will vary across the South West; therefore it is not appropriate to compare CIL rates.</p> <p>It is proposed to introduce a zone covering Taunton town centre where CIL would not be charged on residential or retail development.</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p data-bbox="1151 236 1635 339">different rate of charge for regeneration sites within Taunton town centre.</p> <p data-bbox="1151 379 1597 675">Regulation 13 only permits differential charges within different zones or between different intended uses of development. The differential rate proposed for superstores does not appear to accord with the Regulations.</p> <p data-bbox="1151 754 1635 930">Justification is sought for the proposed retail threshold of 2,500 sq m, as the viability study examples are based on 1,100 sq m and 3,000 sq m.</p> <p data-bbox="1151 978 1630 1082">Clarification is needed as to what constitutes a 'significant' proportion of comparison goods.</p> <p data-bbox="1151 1161 1626 1337">The CIL proposals do not appear to allow for opening up costs for previously developed sites and the additional abnormal costs to be factored in.</p>	<p data-bbox="1662 379 2145 707">There is evidence to suggest that there are different intended uses between different types of retail development. However the Council is intending to simplify the charging schedule and set an in centre and out of centre charge, so there will no longer be differentials by retail use.</p> <p data-bbox="1662 754 1827 778">See above.</p> <p data-bbox="1662 978 2128 1121">Accept that this is not specific enough. However please see above for change in approach to retail development.</p> <p data-bbox="1662 1161 2123 1377">Opening up costs and abnormal costs are not the same thing. Opening up costs allow for the delivery of serviced parcels of land and previously developed land is already serviced. Within</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>Further consideration is required with regards to the cross-site subsidy from higher value uses on mixed-use sites (such as retail superstores) to fund the delivery of the other proposed uses on such sites.</p>	<p>the build cost figures used in the viability evidence, there is an allowance for external works including local roads and services within the site. The examiner considering the proposed CIL for Bristol City Council also dealt with this issue and stated that: “By definition, the CIL cannot make allowance for abnormal, site specific, costs. The rates have to be based on a generic analysis of a variety of size and type of schemes across the area, taking into account average local build costs, not the individual circumstances of particular sites.” (Report On The Examination Of The Draft Bristol City Council Community Infrastructure Levy Charging Schedule – April 2012).</p> <p>There is no provision in the CIL Regulations for the concept of ‘enabling’ development or cross-subsidy between uses on a site. However, the Council is aware of the delivery issues affecting major mixed-use sites and proposes to make changes in the</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>The potential introduction of a phased CIL payment arrangement would be welcomed.</p> <p>Clarification is needed as to whether the boulevard link in Firepool is to be included on the Regulation 123 list.</p> <p>Consideration is needed of the impact of CIL on delivery of affordable housing.</p> <p>Consideration should be given to a differential CIL rate for retail and residential development within Taunton town centre to facilitate the regeneration of key sites.</p>	<p>Draft Charging Schedule that will take account of this.</p> <p>Noted.</p> <p>The Council is not yet in a position to say what will be on its Regulation 123 list although the boulevard link is a potential candidate.</p> <p>The viability assessment has been carried out assuming a specified proportion and tenure mix of affordable housing.</p> <p>It is proposed to introduce a zone covering Taunton town centre where CIL would not be payable on residential development.</p>
10	Bell Cornwell on behalf of Strategic Land Partnerships	The viability assessment is based on mid-range values. This means that the assumed level of CIL that the market can withstand is unrealistic. Market values should be assessed at the bottom	No evidence is presented to support this contention. The Council therefore proposes to proceed on the basis of the viability evidence presented by its consultants.

Respondent No.	Respondent	Comments	TDBC Response
		<p>end of the range of values.</p> <p>In 3.44 of the viability assessment, a developer return of 17% is assumed. This is inadequate to facilitate financing and should be re-assessed using a figure of 20%.</p> <p>The five market value areas in Annex 1 should be used rather than just the three of Taunton, Wellington and 'Rest of Borough'.</p>	<p>By definition, CIL rates have to be based on a generic analysis of a variety of size and type of schemes across the area, taking into account average local values, not the individual circumstances of particular sites.</p> <p>Agreed the return to the developer used is 17% of GDV plus 5% of costs (the 'Internal Return'). This equates to a 20% total return. This approach was accepted at the development industry workshop.</p> <p>The Council is seeking a CIL approach that is realistic but not overly complex. Separating out two villages (Bishops Lydeard and Creech St Michael) from the 'Rest of Borough' is considered unduly complex and unnecessary, given the scale of development anticipated and the evidence of house prices for new properties. In any case the development industry workshop noted that Bishops Lydeard should not be separately</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p data-bbox="1149 304 1630 411">More sampling of sites is needed to reflect the more diverse nature of the rural areas.</p> <p data-bbox="1149 786 1630 893">Clarification is needed as to how the CIL charge will relate to the S106 regime across the Borough.</p> <p data-bbox="1149 970 1630 1153">The zero rate for Wellington should be reconsidered in the light of a more meaningful analysis of market values across the Borough.</p>	<p data-bbox="1659 233 1805 264">identified.</p> <p data-bbox="1659 304 2141 746">Adequate analysis of residential viability in the Rest of Borough (which includes the rural part of Taunton Deane) has been provided. Testing includes a 1 hectare scheme at three different densities as well as a single dwelling and a larger scheme of 80 dwellings. A relatively low level of housing delivery is anticipated from the Rest of Borough.</p> <p data-bbox="1659 786 2141 930">The Council will publish its Regulation 123 list when it adopts the Charging Schedule in 2013.</p> <p data-bbox="1659 970 2141 1372">The market values used in the viability assessment were based on Land Registry data, feedback at the development industry workshop and further discussions with local agents as well as review of available information on new build properties from the web. It is considered this provides a robust basis for the analysis.</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>Employment development should be required to make some payments towards the provision of infrastructure.</p> <p>The Council should make provision for discretionary relief for exceptional circumstances alongside publication of its draft Charging Schedule.</p> <p>It is imperative that an instalment policy is adopted as part of the Charging Schedule and not</p>	<p>CIL rates are set on ability to pay, i.e. viability and not infrastructure need. The viability evidence demonstrates that it is not currently possible to set a levy for employment uses without putting that type of development at risk, which could compromise delivery of the Core Strategy. Where necessary S106 agreements can still be sought from employment development.</p> <p>The Council agrees that it is reasonable to make provision for relief when the Charging Schedule is published, although there is no obligation for it to do so at the draft stage. The CIL Regulations are clear that relief can only be offered in exceptional circumstances, in particular, where a planning obligation has been entered into whose cost would be greater than the cost of paying the CIL charge.</p> <p>Instalment policies do not form part of the Charging Schedule; however the Council has decided</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>afterwards. The instalment policy must be linked to completion of dwellings rather than the default position of 60 days from commencement.</p>	<p>to produce one concurrently. It is agreed that it is reasonable to link payment by instalments to completion of dwellings.</p>
11	PCL Planning	<p>All residential developments over 50 units should have provision for phased payments by completion of units (not time from initial payment).</p> <p>The viability appraisal does not adequately consider abnormal costs such as demolition, decontamination etc. or onerous policy requirements.</p> <p>It would be unsound to base assumptions on anything other than current economic</p>	<p>The Council has prepared an instalment policy linked to completion of dwellings.</p> <p>The examiner considering the proposed CIL for Bristol City Council stated that: “By definition, the CIL cannot make allowance for abnormal, site specific, costs. The rates have to be based on a generic analysis of a variety of size and type of schemes across the area, taking into account average local build costs, not the individual circumstances of particular sites.” (Report On The Examination Of The Draft Bristol City Council Community Infrastructure Levy Charging Schedule – April 2012).</p> <p>Agreed. The viability analysis is based on current costs and values but allows for an increase</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>circumstances if a large hiatus in development activity is to be avoided. To base a judgement about CIL on long run trends would not be sound.</p> <p>A list should be published by the Council as soon as possible making clear which infrastructure costs will be funded by CIL and which will be met by other means.</p> <p>There are a number of policies in the Core Strategy which will add costs to development (such as Code for Sustainable Homes Level 4 and Lifetime Homes standards) that have not been adequately allowed for in the viability assessment.</p>	<p>in build costs which takes into account the changes to Building Regulations in 2013, signalled by DCLG. The Council will keep market conditions under review and if there is a significant change in costs and/or values, will undertake a review of its CIL.</p> <p>The Council intends to publish its Regulation 123 list prior to the introduction of CIL.</p> <p>The viability assessment made allowance for the cost of Lifetime Homes and the anticipated change to the Building Regulations in 2013. In light of the forthcoming review of the Code for Sustainable Homes, the Council will keep its policies under review and will update its CIL when more information about CSH is known. (See 2012 consultation on changes to the Building Regulations in England Section two, Part L (Conservation of fuel and power) January 2012, Department for Communities and</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>All work on appraising CIL needs to reflect Core Strategy policies SO1, SO8, CP1, CP8, DM5, DM1.</p> <p>The benchmark values for Greenfield development do not reflect actual historic transactions and are unlikely to be acceptable to landowners.</p>	<p>Local Government. Para 192 states, <i>'The Code is due for revision to bring it up to date with the changing policy background, and in particular to align it with the developing zero carbon homes policy. The Government intends to consult on a revised Code in spring 2012, and to publish a final version alongside the final 2013 Part L changes.'</i>)</p> <p>The main impact of these policies on new development will be on carbon reduction from dwellings. The Council intends to undertake a review of the proposed CIL levels if changes to the Building Regulations in 2016 imply a significant increase in build costs.</p> <p>The fact that land values have been higher in the past is not a reason for not introducing CIL. This situation applies across the UK. PCL Planning provides no evidence to support this contention nor does the Council accept that land values can not and should not adjust to reflect changing market conditions. This</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>The currently reduced rate of sale, and its impact on development viability, must be taken into account.</p> <p>The notional appraisal process increasing viability by increasing density does not work in practice.</p> <p>The suggested developer return of 17% is too low – 25% is the currently accepted trigger.</p> <p>It is vitally important that the</p>	<p>point was verified at the Development Industry Workshop which reported a recent fall in land values. The Council also notes that the benchmark land values used in the viability evidence were derived from more than one source.</p> <p>An instalment policy with payment linked to completion of dwellings should help to address this.</p> <p>Agreed – viability is not necessarily improved by higher density development. For example, for the notional 1 ha scheme in Taunton, 40 dph produces a higher residual value than the 50 dph scheme.</p> <p>See earlier comment that developer return was tested at c20% of GDV and that the assumptions used were accepted by the Development Industry Workshop and are widely used in similar viability studies.</p> <p>The viability appraisal has been</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>required levels of affordable housing are factored in as this is a significant cost to development.</p> <p>A lower tariff in the interim would be more pragmatic with a review based on housing delivery rates over, say a 3 year period.</p>	<p>prepared using the Core Strategy affordable housing requirement and an agreed tenure mix.</p> <p>To ensure flexibility in a difficult market the CIL charge in the draft Schedule will be slightly lower; specifically reducing the Taunton rate to £70.</p>
12	Savills on behalf of the House Builder Consortium Group	<p>The viability assessment does not take into account the fact that larger sites will incorporate a mix of uses and should be analysed on this basis.</p> <p>The unit sizes assumed for the market housing are too low and represent 'minimum' rather than 'average' unit sizes. We would welcome the opportunity to review the Council's evidence in detail.</p> <p>The viability evidence does not appear to take account of the area and build cost of non-saleable floorspace in residential apartment schemes.</p>	<p>The CIL Regulations do not require this but they do require that rates are based on 'uses of development'.</p> <p>The dwelling sizes reflect the report produced by Scott Wilson for CABE in 2010, 'Dwelling Size Survey' and experience of area wide studies and site specific analysis. The size of dwellings used in the viability study were accepted by the Development Industry Workshop.</p> <p>The build costs used include a 15% uplift for external works and would cover some of these items. Apartments comprise a very limited element of the</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>Approximately 20% of the floorspace is taken up by circulation, cores, bin stores etc.</p> <p>For the strategic Greenfield typologies it is necessary to include within the profit margin the costs and planning risk associated with promoting sites through the planning process. A 2-stage approach to the level of</p>	<p>development in Taunton Deane. Where they are included, and given the densities used, buildings of 2 storeys have been assumed – so that non saleable space would be minimal e.g. entrance hallways and stairs (certainly not 20%). As a sensitivity test, we have considered the impact of a 10% allowance for non saleable space and find this would reduce the residual value in case studies e.g. 1 and 4 by around £15,000 per hectare. For Case study 5, with a higher percentage of flats, the additional cost would be more but the residual value is some £350,000 above the benchmark (at £70 CIL) so that any additional cost for non saleable space can easily be accommodated.</p> <p>Agreed – a c20% return has been used and is acceptable for this purpose. But Savills appear to have misunderstood how viability is assessed. ROCE and IRR are simply different measures of the same thing.</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>profit based on ROCE/IRR and then GDV should be used for larger strategic sites promoted through the planning process; an approach based solely on GDV is applicable to smaller sites.</p> <p>Threshold land values have been significantly underestimated. Agricultural land has recently been selling for £24,000 per hectare. Historic option agreements are based on higher minimum values than 10-20 times agricultural value. The theoretical threshold value of agricultural land needs to take account of the planning status of the land in question.</p> <p>A 'viability buffer' should be incorporated to ensure that CIL</p>	<p>Return on GDV is the more usual measure, as was noted in the recent Viability testing Local Plans, Advice for planning practitioners, LGA/HBF/NHBC (June 2012) which states that (at page 37) <i>'This sort of modelling – with residential developer margin expressed as a percentage of GDV – should be the default methodology, with alternative modelling techniques used as the exception.'</i></p> <p>Savills have not provided any evidence to support this assertion. The evidence used by the Council was based on standard assumptions about greenfield land, advice from the DV on agricultural land values and related back to the (2009) Affordable Housing Threshold Viability Study. The fact that the viability evidence assumes a 10-20 times uplift on agricultural value is a reflection of the land's planning status.</p> <p>There is no requirement to provide a specific level of 'buffer'</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>rates are not set at the maximum rate for an average scheme within the Borough. A figure of 30% has been used elsewhere.</p> <p>In Table 5.1 for large sites the assumed net:gross figure of 65% in Table 5.1 is too high – the average of the 5 largest schemes in Taunton Deane is 54% and lower for the two largest sites. Considerable areas of land are need for other land uses as well as open space, etc.</p>	<p>but the Council recognises the importance of having flexibility within its CIL rates and has set them with this in mind. The viability evidence has been prepared using conservative assumptions throughout (e.g. full BCIS based build costs plus a 15% uplift for external works, minimum revenue for the affordable housing and that 100% of development is financed through borrowing). To add further reassurance that CIL rates can adapt to minor shifts in values and/or costs, the Council has reduced the proposed rate for Taunton (to £70 psm).</p> <p>The Council has analysed the net:gross areas for a sample of schemes with planning permission or at application stage. The schemes were of 100 or more dwellings and the net/gross ratio ranged from about 60% to 90%. 65% is an acceptable ratio for modelling of this type although the Council understands that individual schemes may have a net/gross</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p data-bbox="1149 379 1615 595">It is unclear why certain sites have been allocated an opening up cost and others have not. Brownfield sites of 2.5 ha or Greenfield sites for 60 dwellings are likely to have such costs.</p> <p data-bbox="1149 1082 1626 1372">The viability assessment assumes opening up costs of £0 to £175,000 per net hectare but standard opening up costs in the region are in the range of £600,000 per developable hectare. It would be helpful if the Council could provide the</p>	<p data-bbox="1659 236 2136 339">ratio outside this range and land value expectations may have to adjust to accommodate this.</p> <p data-bbox="1659 379 2136 1042">'Opening up' costs provide serviced residential parcels and brownfield sites do not generally require such additional access to services. Opening up costs (or strategic infrastructure) is required for large-scale schemes to provide serviced parcels (and is in addition to the allowance for external works included within the build costs used as previously described as well as the allowance for s106 payments included in the analysis). The Council accepts that the allowance for opening up costs for case studies 6 and 7 may be an unnecessary cost.</p> <p data-bbox="1659 1082 2136 1372">The development industry workshop indicated a range of opening up costs between £200,000 and £600,000. It is clear that great care is needed to avoid double counting so that opening up costs cover the costs to provide serviced land parcels</p>

Respondent No.	Respondent	Comments	TDBC Response
		evidence to support the assumptions in Table 5.1. Unless there is evidence to the contrary we would endorse use of the figures given by the industry at the June 2011 workshop.	including site clearance, strategic landscaping, provision of utilities and drainage. The Council expects to use its CIL receipts to provide off-site highway works/access and other major infrastructure to facilitate its strategic sites. The Council also notes that with a CIL of £70 in Taunton, with case study 1 and 2 there is flexibility to accommodate additional opening up costs and still produce residual land values above the benchmark. This addition equates per hectare to about £60k for case Study 1 and £110k for Case Study 2. Savills have not provided any evidence to justify the figure of £600,000 for Taunton Deane.
13	J E Gannon Ltd.	The introduction of CIL will put at risk the delivery of affordable housing and other infrastructure items which are outside the scope of CIL.	The viability assessment has been undertaken on the basis of delivering 25% affordable housing and a residual S106 contribution of £4250. It is not therefore accepted that CIL will put the overall delivery of affordable housing at risk.

Respondent No.	Respondent	Comments	TDBC Response
		<p>Table 3.2 indicates site coverage for a B1 office at 80% whereas the industry norm would be 40%.</p> <p>Table 3.44 indicates a developer's return of 17%, however the industry norm would be 20%.</p> <p>The study assumes that land will come forward at a value linked to existing use values, whereas option agreements will be drafted on the basis of open market value. The study quotes evidence of a values of £1.9m per hectare for land with residential planning permission and then employs a benchmark which is half this.</p> <p>The study assumes that some sites will have no opening up costs and that those in rural areas will be lower than in urban areas when the opposite is likely.</p>	<p>This is a typographical error. However, it is not proposed to levy CIL on employment development.</p> <p>Agreed the return to the developer used is 17% of GDV plus 5% of costs (the 'Internal Return'). This equates to a 20% total return. This approach was accepted at the development industry workshop.</p> <p>The Development Industry Workshop noted that land values had fallen considerably since the height of the market. The use of an uplift on existing values has been endorsed by the Advice to planning practitioners report quoted earlier (see page 29)</p> <p>See earlier comments that explain the purpose of opening up costs and their relationship to the build costs assumed (including external works).</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>All sites have opening up costs and this assumption should be reviewed.</p> <p>We are concerned by the intention to link CIL to inflation indices. Any review in the CIL charging rate should only take place once a review of viability has been undertaken.</p> <p>We are surprised that the rate for retail warehousing should be the same as that for supermarkets and superstores over 2,500 sq m as the yields for retail warehouse development are considerably lower.</p> <p>There should be an ability to pay in instalments with payments linked to the occupation of a number of dwellings.</p>	<p>Regulation 40 specifies that CIL should be index linked to the national All-in Tender Price published by the BCIS.</p> <p>The viability assessments take into account costs as well as value. The build costs for retail warehousing are significantly lower than those for supermarkets and superstores and therefore the residual values are similar.</p> <p>An instalment policy has been prepared linked to completion (not occupation) of dwellings.</p>
14	Natural England	It is disappointing that the viability study has shown that shown that values are too low to enable CIL to be levied in some parts of the Borough and that only outside the	Noted.

Respondent No.	Respondent	Comments	TDBC Response
		<p>main towns could it be levied close to the rates assumed in the IDP.</p> <p>We trust that a significant sustained change in market values will be a trigger for a review of CIL.</p>	<p>It is the intention to review CIL if market values significantly change.</p>
15	WYG Planning & Environment on behalf of Sainsbury's Supermarkets Ltd.	<p>The CIL Regulations do not permit differential charges by reference to the size of development where it is in the same intended use.</p> <p>It is unclear what is meant by a 'significant' proportion of comparison goods.</p> <p>Higher town centre development costs do not appear to have been considered in terms of their impact on the viability of food retail development. The proposed charge of £180 per sq m on food retailing below 2,500 sq m overlooks the fact that town centre retail is unviable with a CIL charge.</p> <p>BREEAM requirements for non-</p>	<p>Noted.</p> <p>Accept that this is not specific enough. However please see below regarding change in approach.</p> <p>There is evidence to suggest that there are different intended uses between different types of retail development. However the Council is intending to simplify the charging schedule and set an in centre and out of centre charge, so there will no longer be differentials by retail use.</p> <p>It is considered that good, rather</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>residential development need to be taken into account to ensure a consistent approach to viability.</p> <p>Neither the charging schedule nor the evidence base address whether the differential rates or selective advantage given would amount to notifiable state aid under European law.</p> <p>The Council's intention not to have a discretionary relief policy is unduly restrictive. Provided that viability evidence is presented and as long as the policy is used objectively and consistently it should not give rise to notifiable state aid.</p> <p>Support an instalments policy.</p>	<p>than more expensive design and building orientation can account for BREEAM requirements.</p> <p>Since differential rates have to be justified by viability evidence they should not amount to notifiable state aid.</p> <p>The Council is prepared to offer relief in accordance with Regulation 55 and will publish a policy to this effect.</p> <p>Noted.</p>
16	GL Hearn on behalf of Tesco Stores Ltd.	Concern that the appropriate balance may not have been struck between the desirability of funding infrastructure from the levy and the potential impact on economic viability of development across the Borough.	Noted.
17	Nash Partnership (DW Alder) on behalf of Charles French and Son and South Western Property Ltd.	Comments the same as J E Gannon Ltd.	

Respondent No.	Respondent	Comments	TDBC Response
18	Tetlow King Planning on behalf of the South West HARP Planning Consortium	<p>The Council should make provision for discretionary relief from CIL in exceptional circumstances. The sites most likely to affected are hard to develop brownfield sites which may have high levels of land contamination.</p> <p>The viability report appears to suggest that for urban extensions to be viable they would need to pay CIL over a 5-year period. Suggest instead a lower level of CIL - a CIL instalment policy as implied would be overly complex.</p> <p>The Council should provide clarity over what will be considered 'direct site-specific-impacts'. In the viability report it is suggested that CIL will not cover the provision of open space – this should be funded via CIL.</p> <p>Sales from the past three years will only be indicative of areas where the market is strong. The</p>	<p>The Council is prepared to offer relief in accordance with Regulation 55 and will publish a policy to this effect.</p> <p>Other local authorities have already set out instalment policies which indicate that there is no need for such policies to be complex. The Council has therefore prepared its own policy for paying CIL by instalments.</p> <p>The Council will publish its Regulation 123 list setting out what measures will be funded via CIL. This may include some types of open space although others are clearly integral to a development site and are likely to be funded via S106.</p> <p>The Council does not intend to introduce a complex system of differential CIL charges across its</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>viability report should set out how many sales the values are based on and plot these on a map so that lower value areas can be identified justifying a lower CIL charge.</p> <p>Any further increases to build costs announced by Government after 2013 should trigger a review of the viability assessment and if it is discovered to have a detrimental impact on the viability of projects coming forward then a full-scale review of CIL should be instigated.</p> <p>Many developers are stating that they need a return of 20-25% to obtain private funding.</p> <p>The impact of CIL should be fully assessed when the Council produces its Affordable Housing Trajectory (NPPF para 47.3) and brought forward alongside the</p>	<p>area. It is inevitable that there will be some lower value areas within broad zones.</p> <p>The viability analysis is based on current costs and values but allows for an increase in build costs which takes into account the changes to Building Regulations next year, signalled by DCLG. The Council will keep market conditions under review and if there is a significant change in costs and/or values, will undertake a review of its CIL.</p> <p>Examiners have accepted that a 20% return is reasonable and in practice the viability assessment has assumed a total return to the developer of approximately 20% return on GDV.</p> <p>Given that the cost of affordable housing has already been factored into the viability assessment when setting the level of CIL, there is no need to</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p data-bbox="1149 236 1507 268">draft Charging Schedule.</p> <p data-bbox="1149 379 1619 523">Testing should encompass more than 13 schemes and should include lower-density brownfield schemes within Taunton.</p> <p data-bbox="1149 563 1597 635">Children's play areas should be included within CIL.</p> <p data-bbox="1149 754 1641 1082">Case studies 1 and 2 – the CIL charge should be set closer to £50 per sq m to ensure that these sites can deliver 25% affordable housing. The viability assessment should be revised to show where the schemes go from viable to marginally viable between each CIL charge.</p> <p data-bbox="1149 1121 1619 1337">Case study 3 – this does not show sufficient evidence to justify a charge of £25 per sq m and a lower charge should be set to protect the delivery of affordable housing.</p>	<p data-bbox="1659 236 2141 339">do this. It will not be possible to accurately assess the impact of CIL in advance of its introduction.</p> <p data-bbox="1659 379 2119 531">The Council is satisfied that sufficient viability testing has been undertaken to arrive at the proposed CIL charges.</p> <p data-bbox="1659 563 2119 715">As such facilities are an integral part of housing developments it would not be appropriate to include them within CIL.</p> <p data-bbox="1659 754 2130 1042">The viability assessment shows that these sites would be deliverable without a reduction in the CIL charge. The Council intends to allow payment of CIL by instalments which would improve viability as suggested in Case Study 1.</p> <p data-bbox="1659 1121 2130 1305">The Council has decided that to protect the delivery of affordable housing, CIL will not be levied on the urban extensions around Wellington.</p>

Respondent No.	Respondent	Comments	TDBC Response
		<p>A buffer of between 30 and 50% should be used to protect the delivery of affordable housing.</p> <p>The Council should include an assessment of the impact of CIL on viability of older person care and accommodation schemes which fall within the C3 use class.</p> <p>The Council should set a lower rate of CIL for rural areas to ensure that cross-subsidy continues to be available for rural exception schemes.</p>	<p>The consultants have already made allowance within their recommended levels of CIL so there is no need for an additional viability buffer.</p> <p>Schemes falling within class C3 would be chargeable on the same basis as private dwellings. There is no basis within the Regulations for differential charges within the same use class other than on a geographical basis.</p> <p>Developments falling outside class C3 would not be chargeable.</p> <p>The level of cross subsidy and hence financial viability on exceptions sites will vary depending on the mix of units and tenure of affordable housing sought. There is no basis in the CIL Regulations for the concept of a lower CIL rate to support cross subsidy schemes on exceptions site.</p>
19	Clarke Willmott LLP on behalf of Somerset County Cricket Club	The Preliminary Draft Charging Schedule has not explicitly	There is no basis in the CIL Regulations for the concept of

Respondent No.	Respondent	Comments	TDBC Response
		<p>tackled the topic of 'enabling' development.</p> <p>The Cricket Club have plans to redevelop areas that would help to fund ground improvements. If CIL were levied this could be detrimental to the future of the ground which adds to the interest and vitality of the centre of Taunton.</p> <p>An area in the centre of Taunton should be designated where CIL would not be payable so long as proceeds are used to enhance sporting and cultural facilities. Such an approach is being put forward in the London Borough of Lambeth.</p>	<p>enabling development.</p> <p>There is no basis in the CIL Regulations for exempting developments from the charge on the grounds that the use to which an organisation may choose to put its receipts from development would be adversely affected by the CIL charge. However, see below.</p> <p>There appears to be no reference to this in Lambeth's Preliminary Draft Charging Schedule. It is however proposed to introduce a zone covering Taunton town centre where CIL will not be payable on residential or retail development. Employment development will not be liable for CIL in Taunton Deane.</p>
20	Michael Farrell	Is there a designated point of contact for interested parties seeking further information about the CIL proposals?	Information can be obtained from the Council's Planning Policy team. The CIL proposals will also be considered by the Spatial Planning Working Group within the Taunton Deane Partnership.
22	Carolyn Drew	A charge should not be levied for smaller local businesses that	It is not proposed to levy CIL on business developments.

Respondent No.	Respondent	Comments	TDBC Response
		<p>would deter economic development.</p> <p>Support the levy in that it will support local infrastructure development and hence local jobs.</p>	Noted.
23	Mike Davis	<p>Oppose the introduction of another tax, which will not increase revenue as development will stop.</p> <p>The extra cost will stop me from doing a self-build project on brownfield land.</p>	<p>There is no evidence to support the claim that development will stop.</p> <p>The Government is considering exempting self-builders from CIL.</p>
25	Knightstone Housing Association	Discretionary relief should be available on regeneration schemes involving the council's own housing stock.	Affordable housing in such schemes would be exempt from CIL. There is no provision in the Regulations to exempt market housing from CIL on the basis of who owns the development. However, the ability to provide relief for exceptional circumstances, and whether schemes involving council housing stock might qualify, is something the Council will consider.

Appendix 2

Taunton Deane Borough Council

Community Infrastructure Levy (CIL)

Draft Instalment Policy

In accordance with Regulation 69B of the Community Infrastructure Levy (Amendment) Regulations 2011, Taunton Deane Borough Council will allow the payment of CIL by instalments.

As permitted under Regulation 9 (4) of the Community Infrastructure Levy Regulations 2010 (as amended), where outline planning permission has been granted which permits development to be implemented in phases, each phase of the development as agreed by Taunton Deane Borough Council is a separate chargeable development, and the instalment policy will therefore apply to each separate chargeable development and the associated separate chargeable amount.

This policy will not apply in the case of any one or more of the following:

- a. A Commencement Notice has not been submitted prior to commencement of the chargeable development, as required by Regulation 67 of the Community Infrastructure Levy Regulations 2010 (as amended);
- b. On the intended date of commencement
 - (i) No-one has assumed liability to pay CIL in respect of the chargeable development;
 - (ii) A Commencement Notice has been received by Taunton Deane Borough Council in respect of the chargeable development; and
 - (iii) Taunton Deane Borough Council has not determined a deemed commencement date for the chargeable development and payment is therefore required in full (as specified in Regulation 71 of the Community Infrastructure Levy Regulations 2010 (as amended));
- c. A person has failed to notify Taunton Deane Borough Council of a disqualifying event before the end of 14 days beginning with the day on which the disqualifying event occurs, as per the Community Infrastructure Levy Regulations 2010 (as amended);
- d. An instalment payment has not been made in full after the end of the period of 30 days beginning with the day on which the instalment payment was due, as per the Community Infrastructure Levy Regulations 2010 (as amended).

Where the instalment policy is not applicable, the amount must be paid in full at the end of the period of 60 days beginning with the notified or deemed commencement date of the chargeable development or the date of the disqualifying event, whichever is the earliest, unless specified otherwise within the Community Infrastructure Levy Regulations 2010 (as amended).

The Instalment Policy takes effect on xxxx, the date of the introduction of the Taunton Deane Community Infrastructure Levy: Charging Schedule 2013.

Residential Development

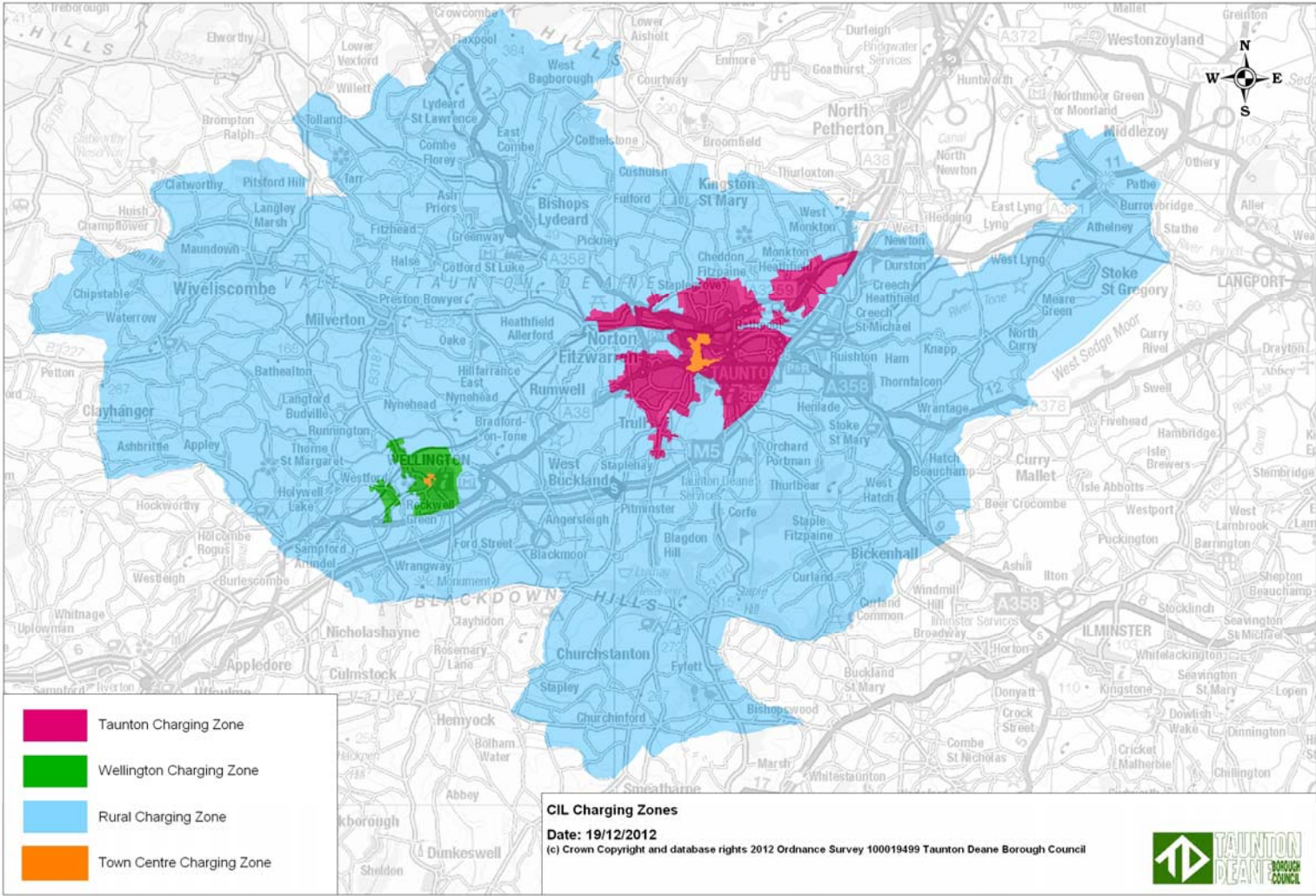
Total CIL liability	Number of instalments and amount payable	Payment period
Amount less than £16,000 or the amount due in respect of a single dwelling	Payable as one instalment	100% payable within 60 days of the commencement date
Amount between £16,000 and £50,000 in respect of two or more dwellings	Payable in three instalments	1 st instalment of 25% payable within 60 days of the commencement date 2 nd instalment of 25% payable on completion of 50% of the dwellings 3 rd instalment of 50% payable on completion of 75% of the dwellings or within 180 days whichever is the sooner
Amount between £50,000 and £500,000	Payable in three instalments	1 st instalment of 25% payable within 90 days of the commencement date 2 nd instalment of 25% payable on completion of 50% of the dwellings 3 rd instalment of 50% payable on completion of 75% of the dwellings or within 360 days whichever is the sooner
Amount over £500,000	Payable in three instalments	1 st instalment of 25% payable within 90 days of the commencement date 2 nd instalment of 25% payable on completion of 50% of the dwellings 3 rd instalment of 50% payable on completion of 75% of the dwellings or within 720 days whichever is the sooner
<p>NB: If 25% or more of the chargeable development is occupied at any time before the chargeable amount has been paid in full then the outstanding amount will be due in full within the instalment time given or 60 days whichever is the lesser unless otherwise agreed in writing with the Council BEFORE the commencement of development. The percentage of dwellings will be rounded up where this is necessary.</p>		

Non-Residential Development

Total CIL liability	Number of instalments and amount payable	Payment period
Amount less than £50,000	Payable as one instalment	100% payable within 60 days of the commencement date
Amount between £50,000 and £250,000	Payable as two instalments	1 st instalment of 50% payable within 60 days of the commencement date 2 nd instalment of 50% payable prior to completion or occupation of any part of the development, whichever is the sooner
Amount over £250,000	Payable as three instalments	1 st instalment of 25% payable within 60 days of the commencement date 2 nd instalment of 25% payable within 120 days of the commencement date 3 rd instalment of 50% payable within 360 days of the commencement date or prior to completion or occupation of any part of the development, whichever is the sooner

Nothing in this policy prevents payments being made at earlier times than specified above.

Appendix 3



Taunton Deane Borough Council

Executive - 16 January 2013

Corporate Business Plan 2013/2014 to 2015/2016

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

1. Executive Summary

A report was approved at Executive in May 2012 to replace the Council's Corporate Strategy by developing a three year Corporate Business Plan.

The Business Plan has been developed after detailed consultation work with councillors and all political groups and following an external peer review by the Local Government Association (LGA).

The Corporate Business Plan has a new Vision and three Corporate Aims:

Vision: Taunton Deane is known nationally as a quality place that is growing and developing sustainably, with a vibrant economic, social and cultural environment

Aim 1: Quality sustainable growth and development

Aim 2: A vibrant economic environment

Aim 3: A vibrant social, cultural and leisure environment

To achieve this in the context of significant budget reductions, there is a need for the Council to transform its services and the way it works whilst achieving financial sustainability. This is covered in 'A Transformed Council' section of the Business Plan.

The Business Plan includes some high level actions to achieve its aims and transform the Council. Four of these (listed under 3.6) were identified as a priority and require upfront funding. Further detail will be brought back to Scrutiny and Executive to request funding to commence these projects in early 2013/14.

There is a need for a costed service prioritisation profile to be agreed with councillors in early 2013/14. This will address the key issue identified by the LGA Peer Review to ensure that Council services are sustainable and affordable over the Business Plan period. It is proposed to ask the LGA to help facilitate this piece of work.

The Executive is requested to recommend to Full Council

- (i) Endorsement of the Vision, corporate aims and eleven objectives of the draft Business Plan;
- (ii) in principle commitment to prioritise and fund the four projects under 3.6, on the understanding further detail will be brought back to Scrutiny and Executive with full scoping and costs.
- (iii) that officers proceed in developing a detailed delivery plan to map out how this Business plan will be delivered. This will be shared with Scrutiny and Executive.
- (iv) that officers proceed to organise LGA facilitated councillor workshops to develop a costed service profile that will describe how a medium-term balanced budget will be achieved, to be approved by Full Council.

2. Background

- 2.1 A report was approved at Executive in May 2012 to replace the Council's Corporate Strategy by developing a three year Corporate Business Plan (please see Annex 1). The Business Plan was needed to describe the strategic direction and ambitions of the Council and state how it would make this affordable and deliverable.
- 2.2 Detailed consultation work was undertaken with councillors that included a members briefing to outline the financial predicament that the Council faced and the need to make difficult decisions about future service delivery. A comprehensive programme of consultation was organised to listen to and understand councillors' views and priorities. This included:
- Members Briefing on Business Plan: 19th June 2012
 - A questionnaire sent to all councillors: 2nd July 2012
 - All Councillor Briefing – Questionnaire feedback: 26th July 2012
 - Labour & Independent Group Workshop: 26th July 2012
 - Liberal Democrat Group Workshop: 6th August 2012
 - Conservative Group Workshop: 7th August 2012
- 2.3 Feedback from the questionnaire and workshops allowed the Chief Executive to provide an interpretation of the future direction required for the Council. This was developed into a draft business plan and sent to the Local Government Association (LGA) to challenge as part of their Peer Review.
- 2.4 To support the development of the Corporate Business Plan, the LGA was invited to provide a free Peer Review as part of their 'Taking the Lead' programme. The Peer Review took place over an intensive four days during which peer members met councillors, officers and partners and attended a range of meetings. The Peer Review provided challenge and feedback on the Council's existing provision and its future plans. The LGA feedback letter was discussed at Corporate Scrutiny on 22nd November 2012.

3 The Business Plan (Annex 1)

- 3.1 The draft Corporate Business Plan is appended to this covering report and includes a 'Where are we now' section that captures the findings of the LGA Peer Review.
- 3.2 The 'Where do we want to be in the future' section describes the Council's Vision and three corporate aims and the strategic actions required over the next three years to deliver these aims. The actions are deliberately high level and will be interpreted into more detailed and specific work programmes. Many of the actions have been designed to address the issues identified in the LGA letter.

- 3.3 The Vision and corporate aims are as follows:
- 3.3.1 Vision: Taunton Deane is known nationally as a quality place that is growing and developing sustainably, with a vibrant economic, social and cultural environment
- Aim 1: Quality sustainable growth and development
Aim 2: A vibrant economic environment
Aim 3: A vibrant social, cultural and leisure environment
- 3.4 The Corporate Business Plan also includes a 'Transformed Council' section which includes three further objectives required to make the Council fit for purpose, address funding pressures and set a long term balanced, sustainable budget. These objectives therefore underpin the Council's ability to achieve the corporate aims.
- 3.5 The three objectives under this section are:
- Achieving financial sustainability
 - Transforming services
 - Transforming the way we work
- 3.6 There are particular areas of work in this section that are seen as early priorities to progress in the next financial year as a matter of urgency. These projects will be further scoped and costed and will be brought back to Scrutiny and Executive in the Spring with a request for funding. The four projects are as follows:
- 3.6.1 Asset Management – Commission a specific piece of work to review how we can use our assets more commercially including disposal of poor performing assets and identification of invest to save opportunities.
- 3.6.2 Accommodation and Customer Access – Commission a project to make recommendations on meeting the Council's future accommodation needs, including the future of Deane House. This work will need to consider customer access and increasing financial pressures.
- 3.6.3 Streamlined, modern services – Commission work to introduce business process re-engineering reviews to a programme of council services. These reviews should lead to services becoming more customer focussed, streamlined and efficient and should deliver financial savings. The commission should include training to officers in the organisation to allow it to build the skills to roll this out widely across other services.
- 3.6.4 Marketing and Promotion – Commission some work to help develop and deliver a clear marketing strategy for Taunton Deane that defines Taunton's niche and unique selling point.

- 3.7 There is another action within the Business Plan that needs to be progressed as a matter of urgency and was identified as the most critical recommendation from the LGA Peer Review:
- 3.7.1 Service Prioritisation and savings targets will need to be approved in early 2013/14. We will invite the LGA to facilitate a workshop with members in early 2013 to agree a profile of services with associated budgets that collectively are affordable for the Council in its medium-term financial plan. This will need to meet the aspirations of councillors in terms of their service priorities but by necessity will involve a considerable cut in spending in service areas to be affordable over the business plan period. An illustration of the challenge that this will provide and the consequence of doing nothing is included within the Business Plan in Appendix G. This has been based on the feedback from the councillor questionnaire of the relative importance of services to them. Although the final version will look different following the LGA facilitation, the scale of the funding gap and the required levels of savings will not have changed.
- 3.7.2 Once a costed service profile has been agreed, this will be reviewed annually and adjusted to take account of the success of other initiatives, such as those listed under 3.6.
- 3.8 The LGA Peer Review also identified a number of other recommendations that were more 'operational' and therefore have not been included in the Corporate Business Plan. That said, the Chief Executive and Directors are committed to ensure that these are addressed or at a minimum further investigated over the Business Plan period.

4 Next Steps

- 4.1 A 'second phase report' for the Corporate Business Plan will be brought back to Corporate Scrutiny, Executive and Full Council and will describe a detailed delivery plan for the Business Plan; fully scoped and costed projects with a request for funding; and a costed profile of services that describe where future savings will be required.
- 4.2 A detailed project plan is being developed to achieve this, but the draft timetable is as follows:

Month	Action	Who
Jan / Feb 13	Develop detailed action plan for delivery of Business Plan. Share with Leads and officers and build into Service Plans	Strategy Team & CMT Leads and Officers
Jan / Feb 13	Scope out and get quotes for four major projects (under 3.6)	Directors

Feb / Mar 13	Councillor workshops facilitated by LGA to agree a costed profile of services for 2014/15 to 2016/17.	CMT, LGA & Councillors
Mar / Apr 13	Report to Scrutiny detailed Business Plan delivery plan; request for funding for 4 projects & costed profile of services	Corporate Scrutiny
Apr / May 13	Approval of delivery plan, funding for 4 projects & costed profile of services.	Executive Full Council

5 Finance Comments

- 5.1 The Council continues to face significant financial challenges with the contraction of funding from central Government, and increased financial risks as a result of the localism agenda. The Medium Term Financial Plan provides a forecast of the Budget Gap for the next five years. Within the Business Plan period (2013/14 to 2015/16) the Gap is projected to be £2.1m, and Members face some very difficult decisions to ensure the Council's ongoing financial position is sustainable.
- 5.2 The Business Plan is important in terms of setting out the future aspirations and direction for the Council and its services, and therefore the prioritisation of services is an important determinant for funding and budget decisions.
- 5.3 The updated funding regime from Government is clearly focused on incentivising growth in business and housing, with these directly impacting on retained Business Rates income, and Council Tax and New Homes Bonus income, respectively.
- 5.4 Appendix G within the Service Plan sets out an example of potential future budget allocations for services. This is an exemplification based on a simple top-slice of existing budgets, weighted broadly in line with the prioritisation of services as indicated from the survey of Councillors earlier this year. However, the actions outlined in 3.7 above will enable Councillors to provide more direct and focussed recommendations regarding the level of funding allocated to each service. This may include difficult choices about whether some services continue to be affordable and align with the most important priorities for the Council and its customers.
- 5.5 Additional one-off funding will be needed to support the initiatives outlined in 3.6 above. As it is one-off funding, and depending on the total cost, there is potential to consider using General Reserves to support these. The current reserves balance is £3.1m, and there is also a projected underspend within the current financial year that could increase this sum. Further detail of the scope and cost of these

projects will be brought back to Scrutiny and Executive with a firm request for funding.

6 Legal Comments

- 6.1 The legal implications for each project will need to be assessed on a case by case basis.

7 Links to Corporate Aims

- 7.1 The new Business Plan proposes changing the existing Corporate Aims from (a) Tackling deprivation and sustainable community development; (b) Regeneration; (c) Affordable Housing; (d) Climate Change, to the three new aims listed under 3.3.1.

8 Environmental and Community Safety Implications

- 8.1 Climate Change is no longer an individual Corporate Aim, however a new Business Principle has been proposed in the Business Plan to ensure that environmental responsibility is built into our ways of working. There are no obvious Community Safety implications from the Business Plan at this stage but could result from more detailed service planning.

9 Equalities

- 9.1 The Corporate Business Plan provides a high level strategic direction for the organisation. The specific projects and work plans that develop from this will require detailed equalities impact assessments and action plans to understand impacts and mitigations for the protected characteristic groups. An Equality Impact Assessment for the Corporate Business Plan is found in Annex 2.

10 Risk Management

- 10.1 The Corporate Business Plan does not have its own risk register as it is a high level strategy. During development of the Business Plan, full consideration was given to the Council's strategic risks (identified in the Corporate Risk Register). The Business Plan will lead to a number of actions and projects to deliver the objectives and these will require risk registers where appropriate.
- 10.2 The actions described in the Business Plan reflect a number of weaknesses identified in the LGA Peer review which when addressed will reduce risks to the organisation. A key action is for the Council to

clarify its service priorities and to set a balanced medium term budget which will reduce future financial risks to the organisation.

11 Partnership Implications

- 11.1 The Corporate Business Plan will be shared with our partners to ensure that our businesses align as closely as possible. For example. The Business Plan will be shared with Southwest One to feed into their ICT Strategy for TDBC.
- 11.2 There is a specific action in the Business Plan to develop our approach to partnership management. This is primarily focussed on strengthening our partnership arrangements with SCC, the business community, other public sector bodies and parishes and town councils. However we also intend to provide additional resource to the Client team, particularly around retained ICT expertise.

12 Feedback from Corporate Scrutiny

- 12.1 Corporate Scrutiny recommended to endorse the vision, aims and objectives of the Business Plan, but recognised that further development of the Business Plan would be needed, especially around the detail of the proposed projects, the service profile and closing the future budget gap and more detail on how the Business Plan would be delivered.

13 Recommendations

- 13.1 The Executive are requested to recommend to Full Council:
 - 13.1.1 Endorsement of the Vision, corporate aims and eleven objectives of the draft Business Plan;
 - 13.1.2 In principle commitment to prioritise and fund the four projects under 3.6, on the understanding further detail will be brought back to Scrutiny and Executive with full scoping and costs.
 - 13.1.3 That officers proceed in developing a detailed delivery plan to map out how this Business plan will be delivered. This will be shared with Scrutiny and Executive.
 - 13.1.4 That officers proceed to organise LGA facilitated councillor workshops to develop a costed service profile that will describe how a medium-term balanced budget will be achieved. The final version will need to be approved by Full Council.

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TDBC Corporate Business Plan – Contents

(Version 08/1/13)

ANNEX 1

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Foreword

Welcome to our Corporate Business Plan 2013 to 2016.

To be written

Recent Past

Plans for future

Still hold longer term growth ambitions but shift focus in the interim

Challenging financial context the Council is working in and future funding gap

LGA inspection

New Focus

Signed: Leader of the Council & Chief Executive

Purpose of Corporate Business Plan:

The Corporate Business Plan is intended for our staff, councillors, residents and partner organisations.

It sets out our overall vision and aims for the area and how we will deliver these. It also describes our approach to the internal transformation needed to ensure the Council is sustainable, affordable and fit for purpose during a period of greater demand for services but lesser resource to deliver them.

The Corporate Business Plan will form the basis for future budget setting and service delivery.

Taunton Deane Borough – At a Glance

The following section provides the local context of Taunton Deane including issues and challenges particular to the borough. These issues have been considered when setting the future direction within this Business Plan.

Geography

The borough of Taunton Deane is mainly rural with a Population of 110,000, largely concentrated in the County town of Taunton and in Wellington. The borough covers 462 sq km of outstanding landscape, extending from the Somerset Levels along the River Tone, with the Quantock hills to the north and the Blackdown hills to the South.

The main centres of population are Taunton (66,000) and Wellington (13,000). The borough also has major rural centres at Wiveliscombe and Bishops Lydeard and a number of minor rural centres and smaller villages.

Demographics: The age profile of Taunton Deane shows an under-representation in 20-39 year olds compared to the England average but a much higher proportion of over 65s which is expected to increase by a further 69% to 2030. There is also expected to be a big increase in the number of over 90's during the same time period

Health: When compared nationally, we enjoy good standards of health in Taunton Deane, although our average life expectancy is slightly lower than the other Districts. Deprivation is a key factor to health and average life expectancy varies by 10 years (75 to 85) between the most deprived and least deprived wards, with significant differences in prevalence of circulatory diseases, lung cancer and liver disease.

Deprivation: We have one neighbourhood in the most deprived 5% in the country and a further three in the most deprived 10% in the country. Although issues of deprivation are experienced across the Deane, these are concentrated in North Taunton, Taunton East and parts of Wellington.

Economy – residents are well qualified compared to elsewhere in Somerset and nationally. Employment rates are high, although long-term unemployment of young people is high and worsening. Growth areas are currently in private education and health sectors. 39% of the workforce are in the public sector.

Businesses – Two thirds of businesses employ fewer than 5 people. In recent years, the number of business 'births' has decreased whilst business 'deaths' has increased. Since 2009, business deaths outnumber births.

Housing – Average weekly earnings are lower than County and national average, whereas house prices are high meaning that affordability is an issue. 10.7% of households are on our housing register – the highest proportion in Somerset. We currently have nearly 3,500 households on the housing register.

Private Sector Housing – This accounts for around 85% of stock, although an estimated 41% do not meet the Decent Homes Standard and 25% of occupants live in fuel poverty.

Homelessness – We are seeing an increase in the number of people for whom we have an accepted duty of homelessness.

Growth: – we are an identified area for accommodating growth previously through being a Principle Urban Area and then a National Growth Point. Our Core Strategy was found 'sound' and has employment-led plans for 17,000 new homes and 11,900 new jobs by 2028. The main area of growth is Monkton Heathfield and we have a major town centre regeneration programme including a strategic employment site at Firepool and plans to improve Taunton's retail offer. As with other parts of the country, we have struggled recently in our regeneration ambitions due to the challenging economy.

Hinkley C: - The proposed expansion of Hinkley Point nuclear power station is expected to impact on housing with an influx of workers. This will create an opportunity to attract workers and affiliated businesses to locate in Taunton Deane and spend within the local economy. However it will also create an upward pressure on rent levels and a reduction in available supply. This is expected to be exacerbated by the Welfare Reform plans and result in increased homelessness applications and pressure on benefits. We are working with EDF to find solutions to mitigate this.

The Council – At a Glance

Staffing – We employ 568 TDBC staff in total

Councillors – We have 56 councillors with a Conservative administration but no overall control (28 Cons; 23 Lib Dems; 3 Lab; 2 Ind)

Directly provided services - Housing; Environmental Health, Planning, Street Cleansing; Parks and Open Spaces; Economic Development and Project Taunton.

Housing Service - Housing is a significant part of the Council's business with a stock of around 6,000 dwellings, 1,500 garages, shops, meeting halls and land, with an annual capital programme of £5.5m to improve and maintain stock. We have a 30 year self-financing Housing Revenue Account (HRA) business plan as well as General Fund Housing responsibilities such as Housing Options, Private Sector Housing and Enabling.

Direct Labour Organisation (DLO) - We have a large in-house DLO which focuses on street cleansing, building maintenance (especially on our housing stock); grounds maintenance (parks and open spaces); and highways maintenance.

Partnerships - We have a number of established partnerships

- **South West One** which runs services such as: Revenues and Benefits, Customer Services, Finance, HR, Property, Procurement; Design and Print. We have 131 TDBC staff seconded into this organisation.
- **Somerset Waste Partnership** - Waste collection and recycling
- **Tone Leisure** – Charitable Trust managing sports centres, swimming pools and other leisure facilities and providing health development and active lifestyles work in the borough.
- **Somerset County Council (SCC)** - we work closely with SCC and have recently contracted our parking services responsibilities to them. Close partnership working with SCC is vital for work such as Health and Wellbeing, Troubled Families, Customer Access, Deprivation and Planning. It is especially important in realising our growth ambitions with reliance on SCC to support and deliver infrastructure needed to underpin growth, such as improvements to the A358.
- There are a range of other important partnerships, such as the Somerset West Private Sector Housing Partnership; Building Control; South West Audit Partnership

The Taunton Deane Partnership (TDP). The TDP is the strategic partnership for the area that addresses key community issues that require a multi-agency approach. It includes representation from TDBC, the County Council, Police, Fire & Rescue Service, Health and the Voluntary and Community Sector, as well as education and the private sector.

It has an agreed focus of work for 2012/13 of:

- Delivery of Priority Areas Strategy
- Delivery of the Troubled Families agenda for Taunton Deane
- Local Health and Wellbeing focus

Further information on how we will work in partnership in the future with our range of partners is shown at **Appendix A**.

National Direction for Local Government

The Government has made considerable policy changes to the way local government should work. These include Big Society and Localism; Open Public Services; Community Leadership; Community Right to Challenge; plus a raft of other changes from the Localism Act.

There have also been significant changes to local government financing which include substantial funding cuts and the introduction of new incentives for Councils to encourage housing and business growth into their areas. Alongside this has been the introduction of Welfare Reform. These changes introduce opportunities as well as considerable threats, uncertainty and risks. The Council has been considering these in setting and preparing our Business Plan.

Further details of these policy and financing changes are detailed in **Appendix B**. The Financial position is further explained in the 'Finance and capacity' section.

Our Vision for Taunton Deane

“A quality place”

Taunton Deane is known nationally and locally as a quality place that is growing and developing sustainably, with a vibrant economic, social and cultural environment.

Taunton Deane Borough Council recognises the vital role it must play in achieving this vision, and will provide quality services and prioritise resources to enable and facilitate this. This business plan will outline our key strategic priorities. The following business principles and core values underpin and support our vision.

Our key ‘business principles’

Quality Services – ensuring the delivery of accessible, quality services that provide good value for money (either as direct providers or through partnership)

Customer Driven – we will put the needs of our customers at the heart of all that we do

A dynamic organisation – innovative, forward-looking and focussed on results

Environmentally Responsible – we will minimise the environmental impact from our operations

Our Core Values

We have developed a set of four Core Values with staff and Councillors. These reflect our fundamental beliefs as an organisation and guide how we deal with our staff, customers and partners. These are:

Integrity – we will be honest, do what is right and stick to it

Fairness – we will consistently treat everyone as an equal, respecting their individual needs and abilities

Respect – we will always show respect for everyone

Trust – we will show trust and confidence in our staff and customers

High Level Principles

In September 2011, the Council agreed a set of High Level Principles to apply to future ways of working. These covered our approach to Commerciality, Fees and Charges, Capital, Devolving responsibility and other areas. These are shown in **Appendix C**.

Where are we now?

To help with our business planning process we took part in a corporate 'Peer Challenge' exercise in September 2012. This was an external 'health-check' undertaken by the Local Government Association (LGA) and the feedback has informed this business plan and our improvement and learning. Some of the key messages from this review are included in the following information.

The good news...

Both the area and the council already enjoy many strengths and qualities that put us in an excellent position to achieve our vision and corporate priorities.

A summary of our key strengths

As an area	As a Council
<ul style="list-style-type: none"> • High quality public realm (e.g. Castle Green) • Good levels of affordable housing are being delivered • A very clean & attractive environment and a great place to live and work • The county town of Taunton is a great strategic location for businesses enjoying geographical advantages • Culture & heritage • A strong independent retail sector and 'local brands' 	<ul style="list-style-type: none"> • A well regarded council with good officer & Member relationships and well regarded by partners • A positive culture, supportive style of working and good staff morale • A good track record of substantial financial savings and income generation over the past 3 years (£5m) • An ambitious council • Open to new ways of delivering services and partnership-working • Successful internal transformation of the DLO, with significant financial savings • HRA Housing – 30 year business plan with financial 'headroom' to enable investment • A strong cross party political commitment to growth • External Audit results are generally positive with unqualified accounts and Value for Money assessments

The not such good news!

We recognise there are key areas and issues that we must improve

A summary of areas for improvement

The area	The Council
<ul style="list-style-type: none"> • Marketing of the borough and commercial engagement at a regional and national level could be strengthened – it is challenging for a smaller council to gain a higher profile nationally • National economic recession has led to fragility in the economic base of Taunton / struggling businesses • Areas of severe deprivation (within Taunton and rural areas) 	<ul style="list-style-type: none"> • The council's current ambitions currently outstrip revenue & capital resources • Partnership-working is not as well developed and co-ordinated as it could be (eg engagement with the business community, & other public-sector bodies) • Decision-making process is too protracted, and Scrutiny function needs strengthening • Slow progress in developing & implementing an Asset Management Plan • A more commercial mindset needs to be developed across the council

Opportunities and threats

A summary of the key opportunities and threats that may impact on the achievement of our vision and objectives is shown below.

Our priorities and action plans will be designed to exploit these opportunities and deal with the threats.

Opportunities - these could have a positive impact on our objectives

The area	The Council
<ul style="list-style-type: none"> • Stronger links between the council's priorities on targeting Deprivation and promoting Growth (eg skills training, increased employment levels & additional income for the local economy) • A clear strategy for delivering more high quality public realm • Hinkley Point - strong demand for high quality housing in Taunton, and other economic & social opportunities (eg for local businesses) • SCC are working in partnership to bring in superfast broadband to rural areas of Somerset including Taunton Deane. They are also working with the LEP to improve transport links on the strategic road network • Businesses are able to make a greater contribution to promoting growth by targeted marketing of the borough and commercial engagement at a regional & national level • Taunton can exploit its strategic location and define its niche & unique selling point to promote inward business investment 	<ul style="list-style-type: none"> • Review Customer Access to redefine the way we interact with customers • Better management and rationalisation of council assets (eg council offices) • More modern & efficient ways of working (including 'lean' processes) • Explore new income generation opportunities and embed a more commercial mindset & awareness (benefitting from the learning of the DLO & Housing business experience) • TDBC and Southwest One are committed to promoting partnership development - an important opportunity for TDBC & partners to ensure success for the contract • Exploring new & innovative ways of supporting leadership development, staff skills & competency • Consider 'invest to save' opportunities to obtain service efficiencies, transformation & improvements • Streamline the decision-making process and strengthen the Scrutiny function to enable the council to make difficult decisions • HRA Business Plan has £16m financial 'headroom' to invest in housing

Threats - these could have a negative impact on our objectives

The area	The Council
<ul style="list-style-type: none"> • Delivery of growth expectations (planned development within Core Strategy) is not guaranteed • Anticipated funding shortfall of over £30m for infrastructure to deliver the growth programme • Non delivery of flood protection schemes • Hinkley Point – threat of increased housing demand & pressure on affordable housing 	<ul style="list-style-type: none"> • The council is facing a serious imminent funding gap (£2.1m by 2015/16) requiring a reduction of its net budget of nearly 25% • The future sustainability of local government in Somerset, with current funding pressures affecting each Council

Where do we want to be in the future?

Our Vision: 'A quality place'

Taunton Deane is known nationally and locally as a quality place that is growing and developing sustainably, with a vibrant economic, social and cultural environment.

To achieve our vision of 'a Quality Place', we have broken this down into three corporate aims.

- Quality sustainable growth and development
- A vibrant economic environment
- A vibrant social, cultural and leisure environment

These corporate aims have a number of objectives listed beneath them and a high-level strategic action plan that shows how we will achieve them over the next three years:

Quality sustainable Growth & Development:

Obj 1	Facilitate a significant increase in the number, quality and range of available houses within the Borough, including the highest achievable proportion of affordable housing
Obj 2	Delivering the infrastructure necessary to bring forward development opportunities

Strategic Action Plan: Quality and Sustainable growth and Development

What? (the key activities & projects)	When?	Why? (Output & outcomes)
Quality housing growth <ul style="list-style-type: none"> • Work with the development industry to maximise land supply in sustainable locations • Facilitate delivery of the sustainable urban extensions by close working with the development industry • Support for communities in the delivery of neighbourhood planning • Adoption of the Site Allocations Document 	Annual review 2013 onwards 2012 onwards 2014/15	<ul style="list-style-type: none"> • Maintenance of a five year land supply in sustainable locations across the Borough • Houses being built, Transport / road infrastructure agreed. Employment land being marketed and developed. • Appropriate assistance is provided to communities to allow them to deliver Neighbourhood Plans • Identify sites for a range of housing including Executive housing for which demand is expected to increase
Affordable housing & HRA Social Housing Development <ul style="list-style-type: none"> • Use Social Housing Development Fund to build new homes for social rent (target 20) • Produce on-going programme of new development to deliver regular stream of new properties to the HRA each year 	July 2014 On-going	Provision of new social housing managed by the Council Increased social housing provision

<ul style="list-style-type: none"> • Explore methods by which HRA resources can be maximised to increase investment in new homes • Strategically manage all HRA assets to fully utilise opportunities for new development • Delivery through the Affordable Housing Development Partnership (TDBC & Housing Associations) • Ensure sufficient supply of affordable and suitable private- rented sector housing to meet demand 		<p>Maximum value for money for tenants</p> <p>Increase supply of social housing</p> <p>Annual plan of affordable housing delivery targets reached.</p> <p>Improved conditions of housing stock to ensure affordable decent living conditions for vulnerable households (e.g. thermal efficiency; appropriate adaptations). Initiate projects to tackle empty homes and continue incentives for landlords to let suitable properties in Taunton Deane</p>
<p>Firepool</p> <ul style="list-style-type: none"> • Delivery of infrastructure • Re-focus existing master-plan 	<p>2014</p> <p>2015</p> <p>2014/15</p>	<p>Northern Inner Distribution Road (NIDR) completed providing access to the whole site.</p> <p>Boulevard delivered.</p> <p>Next phase of development takes place</p>
<p>Flood alleviation solutions</p> <ul style="list-style-type: none"> • Plan for implementation of agreed solution approved by the Council 	<p>2013</p> <p>Beyond 2014</p>	<p>Plan designed and approved by the Environment Agency.</p> <p>Funding sources investigated and delivery timescale agreed</p>
<p>Public realm improvements</p> <ul style="list-style-type: none"> • Implement a programme of events 	<p>2013</p>	<p>Co-ordinated annual events plan in public spaces developed with the Taunton Town Centre Company, other cultural partners and the business community to maximise the potential of new and existing public spaces.</p>
<p>Community Infrastructure Levy (CIL)</p> <ul style="list-style-type: none"> • Implement the CIL process 	<p>2013</p>	<p>An effective and robust CIL process. Maximise income.</p> <p>Ensure key infrastructure is funded and delivered.</p>

A vibrant economic environment	
Obj 3	Improving the perception of Taunton as a regional centre of economic growth and a place to do business – attracting new businesses whilst supporting existing ones
Obj 4	Increasing the economic activity within the Borough including the number and value of jobs

Strategic Action Plan: A vibrant economic environment

What? (the key activities & projects)	When?	Why? (Output & outcomes)
Marketing & promotion of Taunton <ul style="list-style-type: none"> Develop and deliver a clear marketing strategy that defines Taunton’s niche and ‘unique selling point’ Maximise the conversion rate of new business enquiries into actual investment 	2013	Marketing and delivery plan to include attracting inward investment and visitors.
Taunton town centre retail <ul style="list-style-type: none"> Understand the changing retail market in Taunton and plan accordingly 	2013	To develop a strategy to meet the retail demand in Taunton and to allocate sites accordingly.
Stimulate inward business investment and growth <ul style="list-style-type: none"> Invest resources to enhance our approach to national & regional marketing to attract inward investment Ensuring sufficient employment land is available in locations attractive to businesses Develop relationship and profile with the Local Enterprise Partnership (LEP) and its key stakeholders 	2012 2013 2013 2013	Deliver a new inward investment web site. Identify the location of a strategic employment site within the Site Allocations Planning document. Work with Developers to bring forward employment land at Monkton Heathfield. Achieve Enterprise Area status from the LEP
Local business development & support <ul style="list-style-type: none"> Review of business requirements within the Borough Annual plan of targeted support for local business approved. Annual programme of events intended to stimulate networking and local sourcing opportunities 	2013	Better understand of the requirements of local businesses from the Council Provide better targeted support Programme of events tailored to provide required support for businesses

A vibrant social, cultural and leisure environment	
We will have a real sense of community in our areas of deprivation and strong partnerships that deliver projects that benefit the community and improve their quality of life.	
Taunton Deane will be highly regarded for its clean, attractive and vibrant street scene with a strong leisure and cultural emphasis.	
Obj 5	Working with partners to encourage strong, informed and active communities
Obj 6	Working with partners to improve the lives of our most vulnerable households
Obj 7	Facilitating and supporting cultural and leisure opportunities
Obj 8	Maintaining clean streets, good quality parks, open spaces and leisure and cultural facilities

Strategic Action Plan: A vibrant social, cultural and leisure environment

What? (the key activities & projects)	When?	Why? (Output & outcomes)
<p>Work with Taunton Deane Partnership (TDP) to deliver key priorities for the area:</p> <ul style="list-style-type: none"> • Priority Areas Strategy & action plan • Health & Wellbeing strategy • Troubled Families project 	<p>Ongoing Ongoing Ongoing</p>	<p>Deliver the objectives and outcomes of the Priority Areas Strategy to:</p> <ul style="list-style-type: none"> - encourage strong, informed and active communities - improve access to services, information and advice - improve the lives of our most vulnerable households - improve the look and feel of the local area <p>Reduce Health inequalities in Taunton Deane and address agreed health issues such as Active Lifestyles and dealing with Dementia.</p> <p>Work with 182 families over 3 years to improve levels of worklessness, anti-social behaviour and school attendance</p> <p>Improved coordination of public sector working with vulnerable families in Taunton Deane, resulting in reduced cost</p>
<p>Leisure & cultural development</p> <ul style="list-style-type: none"> • Build a new swimming pool • Prioritise leisure and cultural provision and support accordingly • Support cultural development through the Taunton Cultural Consortium • Brewhouse development monitored and supported • Co-ordinated Events plan agreed and approved on annual basis 	<p>Summer 2015 Ongoing Ongoing Ongoing 2013</p>	<p>A new Swimming Pool</p> <p>Through partnership working, Taunton is well provided for with leisure and cultural provision and attracts inward investment</p> <p>Maintain the Brewhouse Theatre and support its extension and enhancement</p> <p>The borough will have a reputation for high quality venues and as an easy place to organise events on public open spaces</p>

<p>Street Scene</p> <ul style="list-style-type: none"> • Prioritise and re-focus the programme of work 	<p>2013</p>	<ul style="list-style-type: none"> • The Street cleansing programme supports Business Plan priorities including the needs of businesses, not only in the town centres but also on adjoining public realm spaces that promote the area as a whole, making it a better place to invest, work and rest. • Public toilet provision and maintenance will also be altered to ensure that the night time economy, including any evening events, is better supported.
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A transformed Council

To enable the Council to successfully deliver the priorities described above, we recognise we have to be more proactive and radical with service and council transformation, and reinvent ourselves in the face of huge financial pressures. We will respond to the looming funding gap through a combination of planned efficiencies, service cuts and service transformation, whilst continuing to provide quality services.

To achieve our vision of 'a Quality Place', we have broken this down into three further objectives for the next three years each having a high-level strategic action plan to show how we will deliver them.

Obj 9	<p>Achieving financial sustainability Looking at new ways of balancing the budget to address our serious financial challenges. We will ensure this business plan works closely with our Medium-Term Financial Plan (3-5 year) aligning council priorities with the resources to deliver these.</p>
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Strategic Action Plan: Achieving financial sustainability

What? (the key activities)	When?	Why? (Output & outcomes)
<p>Medium-Term Financial Plan (MTFP)</p> <ul style="list-style-type: none"> Update the MTFP regularly to reflect the latest high-level financial forecasts for the Council Refresh MTFP following Member prioritisation review and other changes – report to Corporate Scrutiny 	<p>Feb 2013 On-going</p> <p>Summer 2013 and ongoing</p>	<ul style="list-style-type: none"> To ensure Members continue to be briefed on the financial forecasts for the Council – across all funds. This will support effective decision-making (for reshaping the organisation) To ensure the financial plans are continually updated to reflect the latest information on Government funding, and financial policy changes being implemented (e.g. localisation of business rates)
<p>Council Tax Reduction Scheme The Council will safely implement a new Council Tax Reduction Scheme – starting on 1st April 2013</p>	<p>April 13</p>	<p>To implement a new local scheme that meets the Council's aspirations to support the community but within the reduced funding available from Government – thereby protecting the Council's overall financial exposure and risk.</p>
<p>Localisation of Business Rates Undertake financial modelling and risk assessments to determine impact on MTFP and develop appropriate monitoring arrangements</p>	<p>April 13</p>	<ul style="list-style-type: none"> To make sure the Council's financial plans adequately reflect the changing world of local government finance. To ensure the Council is prepared for the changes ahead and any system or resourcing changes are actioned.
<p>Business Rates Pooling in Somerset Consider business case and associated governance for Business Rates pooling in Somerset, and make recommendations</p>	<p>Feb 13</p>	<ul style="list-style-type: none"> To ensure the Council doesn't miss any opportunity for growth in Business Rates to be kept locally

<p>accordingly. To ensure the financial plans reflect the “most likely” position resulting from pooling in Somerset.</p>		
<p>Welfare Reform To ensure the Council is fully prepared for the forthcoming changes in the Welfare Reform agenda.</p>	Ongoing	<ul style="list-style-type: none"> • To support the community through the significant changes ahead • To support the staff through the significant period of change – in terms of service delivery and roles. • To ensure all Council services are sighted on the changes ahead and make adequate plans for their services.
<p>Financial Strategy The existing Financial Strategy will need to be completely refreshed to reflect the emerging Business Plan priorities and aspirations. The document will develop once the Council has clarity on priorities and areas for disinvestment. It will reflect:-</p> <ul style="list-style-type: none"> • plans for savings programmes • transformation programmes • policies on level of Reserves • policies on Earmarked Reserves • latest Govt funding arrangements • predicted impact of Welfare Reform on our services and community. • any approved IT Strategy • any approved Asset Management Plans aspirations and priorities • any approved Workforce Development Plan • any approved IDP and associated CIL funding forecasts agreed with the Council and Partners <p>The document will set specific targets to show how the Council will achieve a sustainable budget over the coming 3 years (2014/15 to 2016/17).</p>	July 13	<ul style="list-style-type: none"> • To ensure the Council has a clear financial strategy to resolve the current forecast budget gaps. • To ensure the Councillors have a clear programme of change and transformation to support the aspirations and priorities of the Business Plan
<p>Asset Management Commission specialist work to review our approach to asset management and explore ‘Invest to save’ opportunities. Implement recommendations from review.</p>	April 2013	<p>To ensure maximum return from council assets. Service efficiencies and improvements obtained. Significant savings made to help address the council’s funding gap.</p>
<p>Strategic procurement Engage with the SW1 Strategic Procurement Service (SPS) to identify opportunities for savings through procurement</p>	Ongoing	Achieve agreed procurement savings targets

Obj 10	Transforming services We are open to new ways of delivering services and recognise we need a radical re-think and review of all Council services. This means: what we do, who does it, how we do it and to what standard, what we should do less of or stop doing altogether
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Strategic Action Plan: Transforming services

What? (the key activities)	When?	Why? (Output & outcomes)
Service Reviews <ul style="list-style-type: none"> To design a programme of service reviews across the organisation to streamline services and reduce inefficiencies, whilst ensuring they remain customer-focussed Implement a programme and monitor progress building savings into the MTFP 	<p>April 2013</p> <p>March 16</p>	<ul style="list-style-type: none"> To ensure we are driving out any inefficiencies – thereby reducing cost. To challenge why we do things To ensure the customer is always considered as part of service design
Prioritisation of services & clarification of aspirations <ul style="list-style-type: none"> Agree a profile of services with associated budgets that collectively are affordable 	<p>April 2013</p>	<p>This will need to meet the aspirations of councillors in terms of their service priorities but by necessity will involve a considerable cut in spending in some service areas to be affordable over the business plan period.</p>
Accommodation and Customer Access Commission a project to make recommendations on meeting the Council's future accommodation needs, including the future of Deane House. This work will need to consider customer access & increasing financial pressures.	<p>Commence April 2013</p>	<p>Improved Customer Access and use of Deane House and other officer based buildings</p>
Direct Labour Organisation (DLO) transformation Continue the agreed transformation plan for the DLO, and consider the potential relocation of the Council's depot	<p>On-going summer 13</p>	<p>Monitoring of planned milestones and successful delivery of transformation programme outcomes. Decision made on depot relocation</p>

Obj 11	Transforming the way we work Although we have a good track record of internal transformation (eg recently with the DLO & Housing services), we recognise that we need to learn from this and do more to transform other service areas
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Strategic Action Plan: Transforming the way we work

What? (the key activities)	When?	Why? (Output & outcomes)
Developing Our Commercial Approach <ul style="list-style-type: none"> Developing Financial Awareness skills, and a focus on Value for Money (VFM) throughout the organisation to ensure Managers understand their service costs and income (and the sensitivities) 	<p>Dec 13</p>	<p>To ensure managers make decisions that are financially sound.</p> <p>To ensure that "finance" and "vfm" has a higher profile in the organisation.</p>

<ul style="list-style-type: none"> Identify best practice in other organisations and bring forward learning & good practice initiatives to TDBC services. Research income generation powers and opportunities progressed by other local authorities. 	<p>May 13</p> <p>May 13</p>	<p>To make sure we are up to date with new initiatives and can learn new ways of bringing a commercial approach to local authority services.</p> <p>To ensure TDBC is aware of all opportunities for charging for services so as to maximise income.</p>
<p>Partnership management</p> <ul style="list-style-type: none"> Strengthen and exploit existing partnership relationships (SCC, Health, Education, business community, other public sector bodies, parishes & town councils) Review resourcing requirement to provide effective skilled “retained” client functions for core corporate services. Make recommendations to Members re requirement and funding <p>• Continue to develop partnership working with SW1</p>	<p>Feb 13</p>	<p>Better delivery of the objectives of this business plan through closer partnership working</p> <p>To ensure we have the necessary resource level and skills to:-</p> <ul style="list-style-type: none"> effectively manage our partnership relationships; and provide strategic direction to those services delivered by Partners; provide effective performance management and challenge to Partners on service delivery. <p>Ensure the success of the contract</p>
<p>Learning & development</p> <ul style="list-style-type: none"> leadership & staff development will focus on skills to enable effective service transformation (eg ‘lean processes’, project management, coaching, partnership working) Implement Workforce Plan Exploit transferable learning opportunities (internal services & external partners) Develop robust Councillor appraisals 	<p>Dec 2013</p>	<p>More efficient, customer-focussed and commercially aware staff.</p> <p>The right people, with the right skills in the right place at the right time.</p> <p>Work with Councillors to agree a programme of development (linked with the work on the Member Charter).</p>
<p>A performance-focussed culture</p> <ul style="list-style-type: none"> Effective performance & risk management processes Understand the ‘Value for Money’ profile of council services and develop benchmarking 	<p>On-going</p> <p>2013/14</p>	<p>Effective Performance & Risk Management leadership (Managerial & Political) and systems are developed and consistently applied throughout the organisation (Strategic, Programme / Projects, & Operational), enabling informed decisions (ie in allocating resources), service improvements, and ensuring good governance & internal control.</p>
<p>Effective scrutiny and decision-making</p> <ul style="list-style-type: none"> Review current structure and arrangements for decision-making Provide greater focus and support for Scrutiny 	<p>Apr 2014</p>	<ul style="list-style-type: none"> Streamline council decision-making A more informed policy steer, with better and sharper decision-making

How are we going to get there?

'A quality place'

To ensure that our vision for 'a quality place' is achieved, we have already developed some key strategies around growth and regeneration, these are:

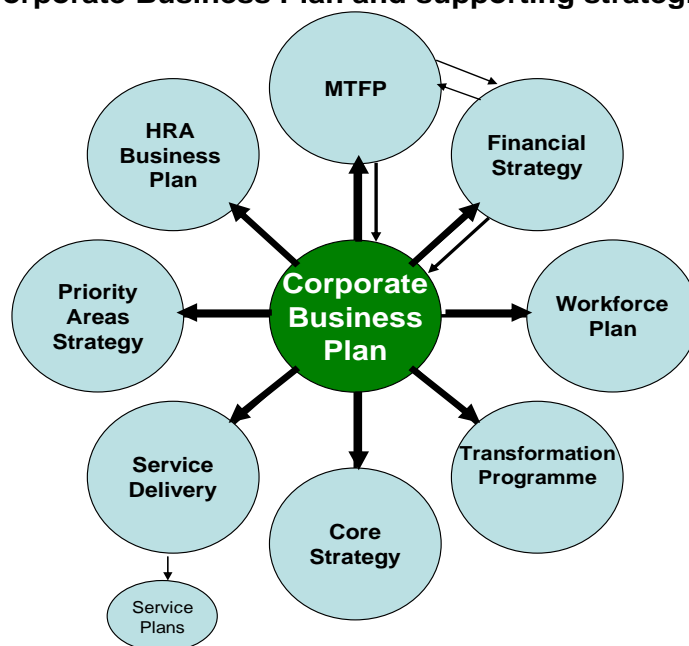
- Core Strategy
- Growth strategic delivery plan (2012 – 2015)
- Priority Areas Strategy

A transformed council

The key documents to help us steer the transformation of council services, the way we work and achieve financial sustainability are:

- Corporate change programme (major projects)
- Workforce Plan (Appendix F)
- Medium-term financial plan (5 years)
- Asset management Plan
- Southwest One five-year plan
- ICT Strategy
- Housing (HRA) Business Plan
- Service Plans

TDBC Corporate Business Plan and supporting strategies / plans



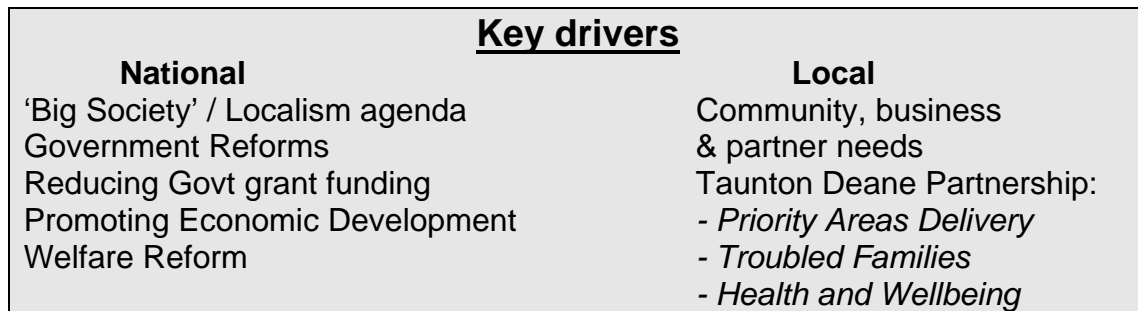
Equalities

We are committed to the promotion of equality and diversity in our communities. An Equalities Impact Assessment for this Business Plan is published on the TDBC website. The Business Plan has been developed at a strategic level – delivery plans will be subsequently developed through service and project planning which will include more detailed Equality Impact Assessments, which will also be published on the website. Further details of our approach to equalities are shown at **Appendix D**.

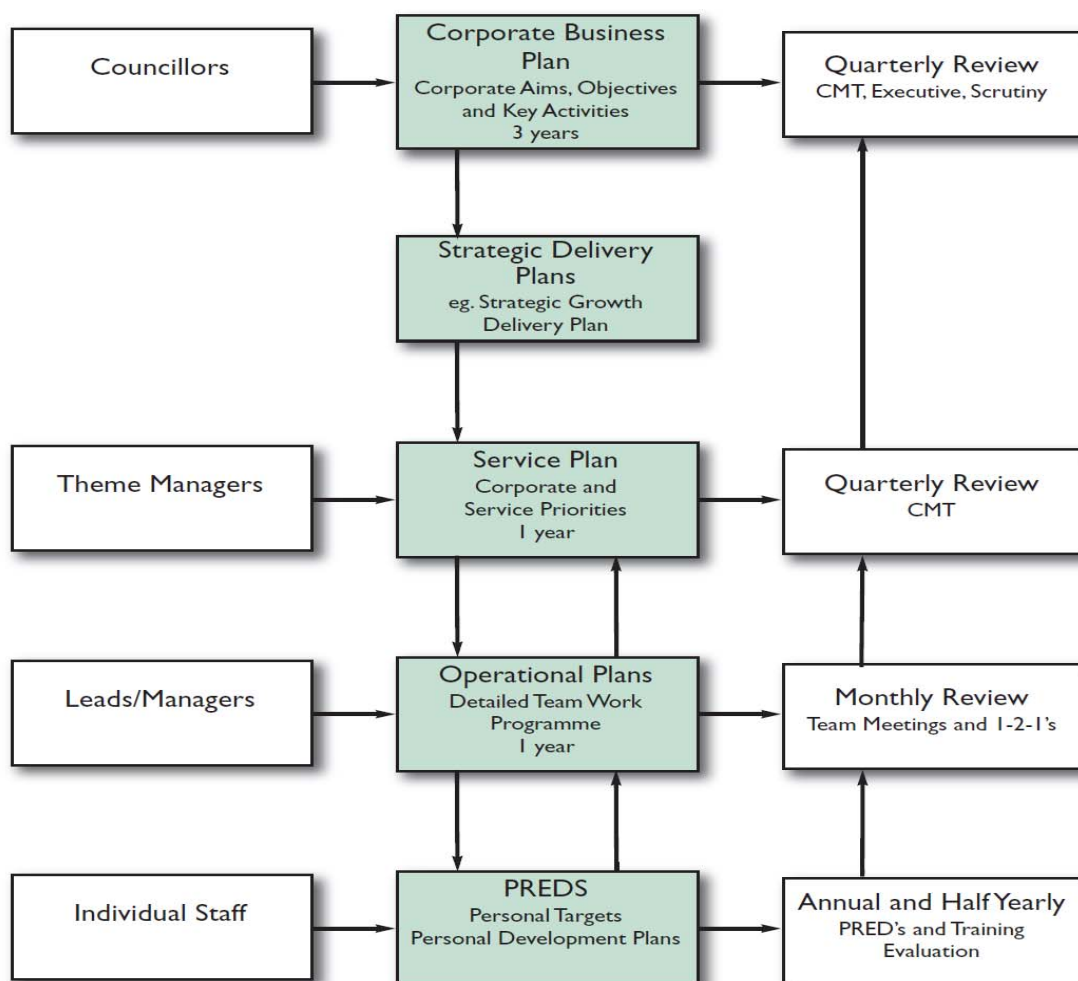
Making sure it happens - managing performance and risk

The Council has robust performance and risk management arrangements in place to ensure the objectives in the Business Plan are delivered and that delivery is properly monitored by Councillors through the appropriate committees.

The Performance Management Framework is shown in the 'Golden Thread' diagram below



The Golden Thread



A more comprehensive overview of the Councils Performance and Risk Management arrangements are shown at **Appendix E**.

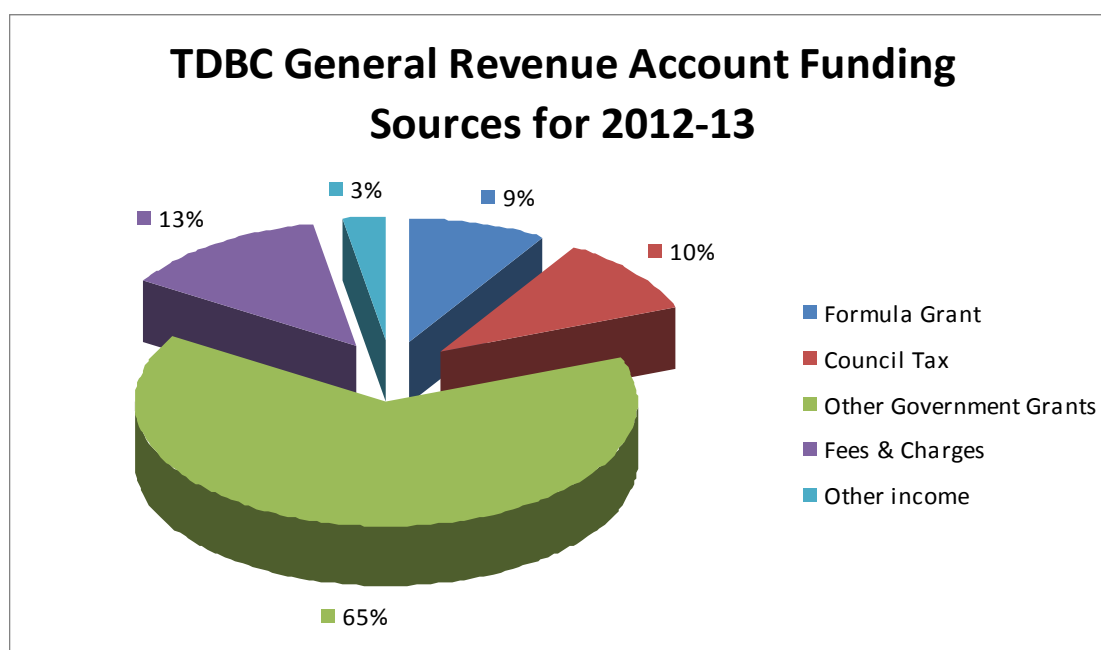
Finance and Capacity

The Council's finances are grouped under General Fund services and also, as a local authority landlord, under Housing Revenue Account (HRA) services. General Fund services are funded through fees, charges, specific and general government grants, and council tax. The HRA is a ring-fenced account which is funded mainly by Rent income from local authority housing tenants.

General Fund

Income – Where does the money come from?

The Council's General Fund currently has an annual income of **£59.7m** which comes from a range of sources shown in the following chart.



Formula Grant - A general funding allocation from government based on need

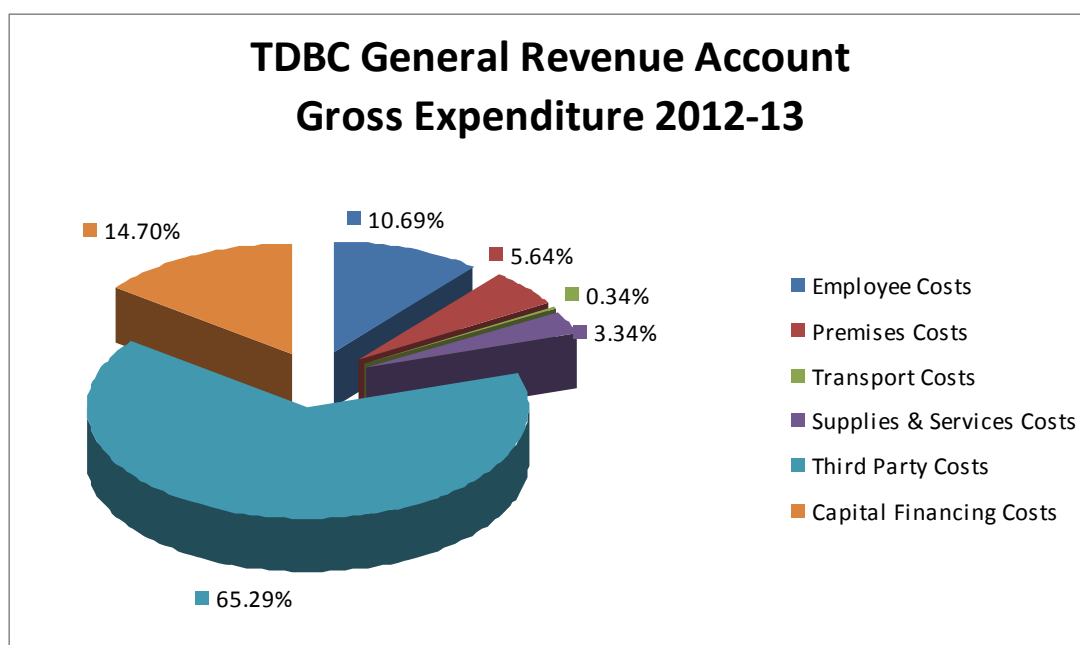
Council Tax - Provides around 10% of the Council's funding. TDBC's Council tax charges have been in the lowest quartile compared to all English Districts for the last 5 years (2012/13 = £136 based on average 'Band D' tax bill)

Other Government Grants - Government subsidy towards Housing Benefits and Council Tax Benefits comprises the vast majority of the 'other government grants' segment above. Other grants and contributions include New Homes Bonus, Supporting People Funding, Council Tax Freeze Grant and other smaller grants

Fees & Charges -The Council generates income through charging for specific services such as car parking, planning, building control, cemeteries and crematorium and garden waste recycling. Some fees are set centrally and some locally.

Expenditure – How is the money spent?

The Council's gross total expenditure in General Fund services is **£59.7m** of which **£13.9m** is net expenditure. This is broken down across the following main areas:



By far the largest area of spend is Benefits paid to local claimants, which is mainly funded by Government subsidy. This accounts for the vast majority of the third party cost segment in the above chart.

The key areas of expenditure (over £1m) on services are:

- Waste collection and recycling - £2.9m
- Regulatory Services (housing standards, pollution reduction; food safety, public conveniences etc) - £2m
- Recreation and Sport (swimming pools and sport centres; outdoor sports and recreation; Sports Development etc) - £1.7m
- Housing Advice, Enabling and Strategy - £1.3m
- Housing Benefits Administration - £1.2m

Other key areas of spend include Corporate and Democratic costs (general costs of running the council); Open Spaces; Economic Development and Regeneration and Street Cleansing.

The Medium Term Financial Plan

The Council prepares a rolling 5-Year Medium Term Financial Plan (MTFP) to project the financial position of the Council, taking into account expenditure, income, inflation and funding forecasts, investment plans, and financial risks. The following table provides a summary of the Council's latest MTFP position as at September 2012, which shows an increasing budget gap based on current services levels and currently identified spending pressures.

	2013/14 £k	2014/15 £k	2015/16 £k	2016/17 £k	2017/18 £k
TDBC Forecast Net Expenditure	11,428	11,843	12,523	12,986	13,400
Forecast Formula Grant	4,917	4,439	4,301	4,301	4,301
Forecast Council Tax	5,740	5,913	6,091	6,275	6,464
Forecast Resources Available	10,657	10,352	10,392	10,576	10,765
Predicted Budget Gap – Cumulative	771	1,491	2,131	2,410	2,635

Since the 2010 Spending Review the financial position of the Council has changed drastically. The government has moved to address the national debt position by reducing funding for public services. The wider implications of the economic climate are also having an impact on demand for services. There are also significant changes to the way local councils are funded, with core funding streams moving to a basis that places a strong emphasis on housing and business growth rather than the current method based on an assessment of need.

The 2010 Spending Review resulted in proposed 28% funding cuts (nationally) to local government over a four year period. In reality, for this Council, general grant funding has been reduced by almost 25% (£1.6m) in the first two years since the Spending Review, and we are currently preparing for a further 20% (£1m) cut over the next two years up to 2014/15. It is uncertain what will happen with funding levels over the longer term but it is generally acknowledged that there is a strong possibility that cuts may continue beyond 2014/15.

Local circumstances indicate there will be additional pressures to budgets through decreasing income (from car parks, building control, licensing, benefits administration, and other areas); increased demand on services (such as benefits) and inflation.

Our MTFP forecast predicts that by the end of the three-year business plan period, the Council will have a budget funding gap of £2.1m per year if it continues to operate at its existing level. This gap will rise to £3.4m by 2020/21 if no action is taken to balance the budget.

The workforce plan

The workforce plan describes how our workforce can anticipate and respond to the demands of the community and the transformation of the Council. It is critical to the success of organisational and cultural change.

The plan take account of the way the authority will develop over the next three years, the changing needs of our communities and the financial pressures the Council will continue to face.

It considers the workforce skills and knowledge we require, our approach to people management and how we will bridge identified skills gaps.

The Workforce Plan can be seen at **Appendix F**.

How can we afford it? Balancing the Budget

The Council faces a real challenge to produce a balanced budget and address the £2.1m projected funding gap over the next three years. A major piece of work that must closely follow this Business Plan is for Councillors to undertake a service prioritisation and financial profiling exercise that explicitly describes which services will be future priorities and which won't. This will need to include significantly reduced service budgets that collectively accounts for the £2.1m gap, thus giving the Council a balanced budget in the medium term. A budget profiling workshop facilitated by the LGA will be organised for early 2013.

An initial financial modelling of services has been undertaken, using ranking of service priorities taken from responses to a Councillor questionnaire in July 2012. This has provided a rudimentary model that shows how service cuts could look in the future if none of the other measures in this section were addressed and if Councillors were unable to develop a more refined prioritisation model. The financial model is attached as **Appendix G**.

Other measures to deliver a sustainable Council and to help deliver the £2.1m budget gap described above, includes:

Reducing Costs and increasing income – The Business Plan has prioritised streamlining services and reducing costs in its 'Transformed Council' section. These include reviewing our asset base and asset management; investing in business process re-engineering; and reviewing Customer Access. It plans to increase income through encouraging its services to become more commercially-minded and seek better income opportunities.

Council Tax - The Council has the option to provide local taxpayers' with a choice to increase tax above a minimum defined by the Secretary of State (the higher of 2% or £5 per Band D household in 2013/14) via a Referendum. Council tax income is currently £5.6m (around 10% of the Council's total income for General Fund services). Each 1% increase generates additional income of around £56k per year.

Government Grant - funding for services will be strongly linked to growth (Business Rates, New Homes Bonus), therefore agreeing priorities that support growth should help to maintain and potentially increase funding.

Community Infrastructure Levy (CIL) – this will generate funding to invest in local infrastructure and has the potential to develop into a key funding stream. We have identified around £50m of infrastructure required to deliver planned growth in the Taunton Deane Core Strategy. CIL will partly cover this however there will be a sizeable gap between funding available and cost of infrastructure required. This shortfall will place pressure on identifying other funding sources, such as New Homes Bonus to help bridge the gap.

Fees & Charges – A High Level Principle agreed by Council was that Fees & Charges keep pace with inflation. This income can be volatile and therefore the Council will need to ensure prudent estimates of demand and income are used for financial planning and budgeting.

New Homes Bonus – currently £392k per year of New Homes Bonus grant is included in the annual budget to maintain services. Total income is currently £1m per year (2012/13), and has the potential to increase to £2m-£3m per year if the current housing growth trend continues in Taunton Deane. As this funding resource grows it will become increasingly important for the Council.

Business Rates – Funding from Business Rates is changing from April 2013. We are uncertain what the level of funding will be, however the assumption within the current MTFP is that the baseline level of funding will reduce as the Government achieves its national Treasury targets. The Council's funding will be directly linked to business growth in future. Business decline is a real financial risk that could see funding reduce.

Reserves

The Council has general reserves of £3.1m (September 2012). The minimum agreed reserve balance is currently £1.25m, although the S151 Officer plans to review this minimum balance during 2012/13 in light of the increased financial risks faced by the Council under the localism agenda with a likely increase recommended. The Council still has the opportunity to use 'surplus' reserves to fund 'invest to save' initiatives or to fund one-off key strategic projects that help deliver the business plan.

Capital Investment

The council does not have unallocated capital reserves and government investment in this area is expected to be low. Money to invest in new capital projects will mainly come from capital receipts or borrowing. Borrowing should only take place after a business case has been drawn up and agreed with any ongoing revenue implications fully recognised.

Housing Revenue Account (HRA)

2012/13 is the first year of operation for the Housing Revenue Account (HRA) under the new 'Self Financing' regime introduced under the Localism agenda. The council prepared very well for this change and in February 2012 approved a new **HRA Business Plan** 2012-2042. As a 30-Year plan, this provides a long term perspective on the Housing Service and its priorities.

The HRA is a 'ring-fenced' account that will operate as a 'business' in its own right. All expenditure on HRA services will be funded through income generated within the service – largely from rents on council owned dwellings.

The HRA Business Plan will be subject to an annual review, and contains the following strategic objectives

- Securing a long term future for our housing service
- Tackling deprivation and sustainable community development
- Investing in our housing stock, regeneration and affordable housing
- Climate change

It is important to ensure the Corporate Business Plan and HRA Business Plan priorities are complementary and are interlinked where relevant.

Recent enhancements of the Right to Buy system gives the Council the option to retain a greater proportion of Right to Buy receipts, with an obligation to invest in new affordable housing. The Council will need to consider the impact of such funding streams when deciding its investment priorities.

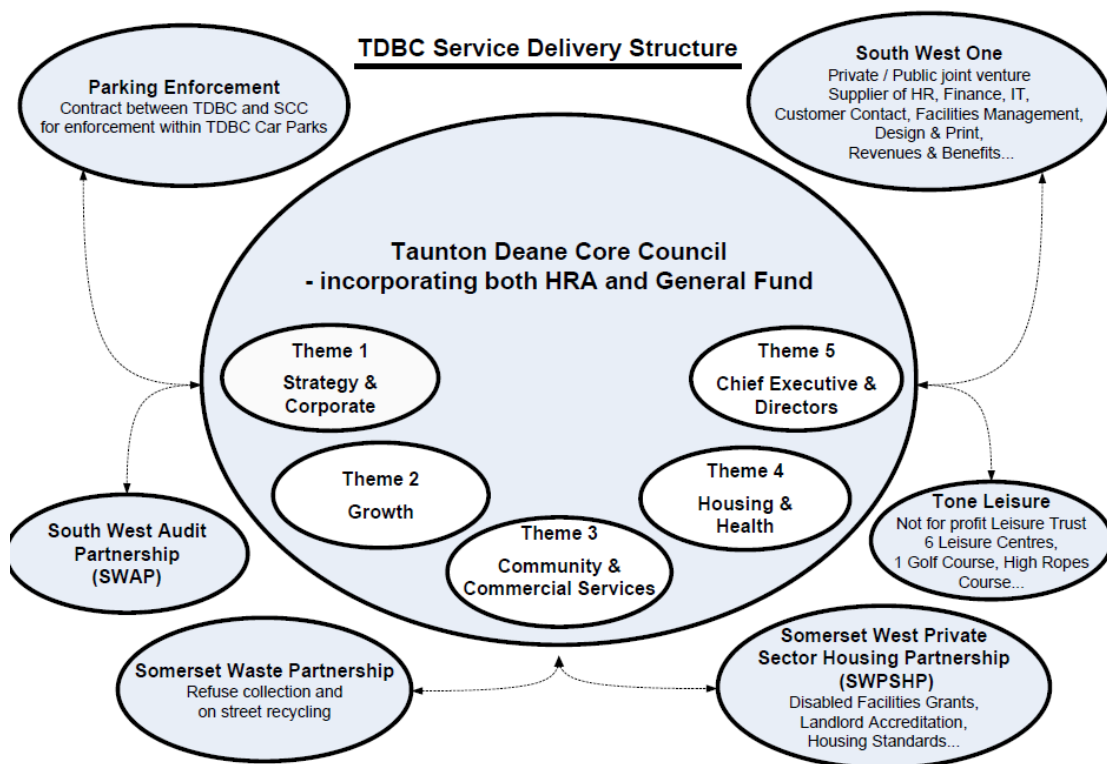
Appendix A: Community and Partnerships

The Council recognises that working in partnership is critical for its future success in meeting the aims of this business plan. Our future working with partnerships will encourage

Community Leadership – we plan to continue to work closely with partners through the Taunton Deane Partnership to take forward work on the Priority Areas Strategy, Troubled Families and Health and Wellbeing.

Service Delivery - We will continue to work with Southwest One to provide back office and support services to 2017, although we need to begin now to plan beyond this period.

We will also continue with other successful service partnerships, some of which are shown in the following diagram of cliented partnerships:



Service Sharing - We will be open to opportunities to share services with suitable partners such as neighbouring local authorities

Open Communication - We will seek the views and input from our partners on our Corporate Business Plan and in future annual reviews.

Appendix B: Government Policy direction for Local Government

The following overview of policy direction from Central Government describe the 'local government landscape' and the responsibilities that we are expected to embrace in our future working:

Big Society and Localism: Empower local people and communities and devolve power down from central government to local government and beyond. Encourage voluntary work and support the voluntary and community sector.

The Council has good links with the parish councils through its parish liaison officer and does not believe there is sufficient appetite from the local communities or parish councils to run services and this is often due to funding, capacity and expertise. However it strongly supports the voluntary and community sector and has a track-record of funding and supporting it.

Open Public Services: To adopt an 'open commissioning ethos'. "actively encouraging new providers, of all sizes and from all sectors, to deliver public services". "We want, where possible, to give people direct control over neighbourhood services directly to communities, or by giving neighbourhood groups democratic control over them" (Open Public Services White Paper)

The Council does not believe there is sufficient appetite within neighbourhoods and local communities to pursue this as a policy

Community Leadership: Provide community leadership, working with partners, the voluntary and community sector, private sector and communities to jointly tackle the real issues that affect them.

The Council has a strong track-record of providing community leadership through its work with the Taunton Deane Partnership and its focus on deprivation through its Priority Areas Strategy. Other good examples include Tone Leisure's work on Healthy Lifestyles; as well as our approach to climate change, affordable housing, broadband and other community priorities. Health and Wellbeing is becoming increasingly important and the Council will lead on this locally, in close liaison with the Health and Wellbeing Board.

Community Right to Challenge: Duty to consider expressions of interest from voluntary and community organisations and parish councils to bid to run council services.

This is a legislative requirement and we will respond to any expressions of interest as required.

Supporting Businesses and Local Economy: The government has made it clear that local government has an important role to play in supporting local businesses and encouraging growth and this is reflected in a range of legislative changes such as the NPPF, business rate retention, the introduction of LEPs, discretionary business rate relief and other measures.

Economic Development has been flagged as a priority for the business plan and we want to embrace and support local businesses and for Taunton Deane to be seen as 'open for business'. The Council has recently adopted a Growth Strategic Delivery Plan that has five objectives around attracting businesses, increasing economic activity, increasing supply of housing, delivering infrastructure and developing cultural and leisure facilities to attract inward investment. We are also actively engaging with the LEP and continue to seek opportunities for regional growth funding for Taunton Deane.

Welfare Reform: Includes the introduction of Universal Credit; caps on housing benefit; localised council tax benefit (with a 10% reduction in overall budget); Replacement of disability living allowance with personal independence payment; an increase to the minimum age (35) for individuals able to claim housing benefit; and a cap on benefits where under-occupation occurs.

These introduce an increased risk to the council through:

- potential increased demand for services e.g. housing advice, homelessness, benefits, etc
- less income through reduced demand for chargeable discretionary services
- increased debt risk and potential reduction in income collection rates

We are currently consulting on changes to our Council Tax Benefit scheme and will monitor changes in demand for services resulting from Welfare Reform. We will respond accordingly.

Changes in Financial Policy

In addition to the Spending Review, there is a lot of change underway that will

- impact on how local councils are funded in future
- influence demand on services
- increase financial and other risks

Business Rates Retention Scheme

Under the Government's Local Government Resource Review the way councils are funded is changing, with the introduction of a new Business Rates Retention scheme from April 2013. This means that local council's will be able to retain a proportion of additional business rates generated through local business growth, but also means the council would receive less funding if business growth stands still or declines. This change will place a strong incentive for local councils to encourage business growth to protect and potentially increase funding levels. The national economic picture indicates that business growth is very low nationally and the 'local context' section showed that business deaths currently outnumber births. Therefore this risk of further funding reductions during this Business Plan period remains high.

Council Tax Reduction Scheme

The current scheme of Council Tax Benefits, which is fully-funded by central government, is to be replaced with a local scheme from April 2013. The national funding for council tax is being cut by 10%, and in future this council will receive a fixed grant which means this Council, together with other Somerset authorities, will be at risk if the cost of the local scheme exceeds the grant provided.

New Homes Bonus

This grant has been described as “a powerful fiscal incentive for local authorities delivering new housing” (Government Housing Strategy). The amount of grant available will be determined by the number of new houses plus empty homes brought back into use in the Borough. Growth in affordable housing brings additional financial benefit as part of the grant. Enabling housing growth, including growth in affordable housing, will therefore be a key driver in funding growth through this mechanism.

Community Infrastructure Levy (CIL)

The Council is currently consulting on a Preliminary Draft Charging Schedule which sets out the rates at which CIL will apply and the types of development which will be liable to pay it. The requirement to invest in local infrastructure and the amount of funding generated through CIL, will be fundamentally linked to growth. The amount of funding will therefore be variable and the timing and amounts will be uncertain. Financial plans will need to take into account this risk.

Appendix C: High Level Principles

In September 2011, the Council agreed a set of High Level Principles to apply to future working. These were:

Corporate Priorities – The four existing corporate priorities were still considered relevant and should remain a focus for the Council.

Staff Terms and Conditions – The Council should remain within national terms and conditions and only review those that fall outside of this

Staff Benefits – This identified certain staff benefits which could be reviewed and those which should not be and it prioritised transport related benefits as the initial starting point for review.

Devolving Responsibility – It identified that work was required to understand whether any appetite existed for parish councils to run services, before this agenda would be progressed

Increasing Commerciality – The Council should operate on a more commercial basis and explore setting up a trading company in the longer term

Fees and Charges – Fees and charges should always be increased to match inflation, except under exceptional circumstances. Higher charges should be set where benchmarking shows this is reasonable although we should avoid being the highest chargers in the region.

Capital Strategy – The Council should be clear on its spending priorities and aim to set aside a proportion of capital to invest in capital schemes that provide a revenue return.

Appendix D: Equalities

The Equality Act 2010 seeks to ensure that people are not discriminated against because of certain characteristics. These are known as 'protected characteristics' and there are nine in total. They are:

- Age - Disability - Sex - Gender reassignment - Marriage and civil partnership	- Pregnancy and maternity - Race - Religion or Belief - Sexual Orientation
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The Act imposes both a General Duty and two Specific Duties on the Authority.

The General Duty

The General Duty has three strands which are to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
2. Advance equality of opportunity between people who share a protected characteristic and those who do not
3. Foster good relations between people who share a protected characteristic and those who do not

The Specific Duties

There are two requirements under the Specific Duties:

1. Publish Information - Sufficient information to demonstrate compliance with the equality duty across its functions, including
 - Workforce data
 - Evidence of Equality Impact Analysis
 - Details of data and evidence used considering Equality issues
 - Details of engagement undertaken while considering Equality issues
2. Prepare and publish equality objectives. Our published objectives are:

Objective 1: Councillors will fully consider the equality implications of all decisions that they make.

- a) Ensure that 100% of reports that go to the Council Executive have accompanying Equality Impact Assessments.
- b) Provide equality and diversity awareness training to 100% Councillors on Scrutiny Panels, Planning Committees and Executive
- c) Make sure that 95% of all councillors have received equality and diversity awareness training.

Objective 2: Information about the protected characteristics of our service users should be used in the planning and delivery of services.

a) Service areas will publish profiles every two years which describe the protected characteristics of their service users in order to inform service delivery.

Objective 3: Actions are taken to identify and to reduce or remove any inequalities faced by employees.

a) Ensure 100% of employees are contacted annually to ensure their employee equalities monitoring data is up to date

b) Where cases of bullying and harassment arise, we undertake to consult with staff and trade unions to identify and treat the causes.

Appendix E: Managing Performance and Risk

Performance Management

The Corporate Business Plan provides the overall framework and direction for the Council, and is very important for translating the priorities of the community into objectives for delivery by the Council and its partners.

In addition to the strategic priorities outlined in this Business Plan, each council service (or 'Theme') also has its own plan setting out key objectives, ie the focus of work with performance targets and how progress is measured against them.

To ensure that we make progress in achieving our objectives (strategic, programme/projects, and operational), the Corporate Business Plan and Theme/Service Plans are monitored as follows:

Corporate Performance 'Scorecard'

(published quarterly on the TDBC website)

This is reviewed each quarter by the Corporate Management Team – it allows us to monitor whether we are on track / on budget, and to take corrective action where areas of under-performance are identified.

It is then reported to Councillors (through the Corporate Scrutiny Committee, to the Executive).

NB - The 'scorecard' includes all the key objectives, targets & measures, and includes the following areas of the Council's business:

- Strategic priorities (eg 'Growth & Development')
- Service Delivery
- Managing Finances
- 'Results' Change Programme / Key projects
- Key partnerships (ie Southwest One, Somerset Waste partnership, Tone Leisure)
- Corporate 'health' (eg People/HR issues; Corporate Governance)

Theme/Service Plans & Scorecards

These are 'living' documents that are monitored & reviewed, updated & amended throughout the year by Theme Managers and the Corporate Management Team. They are also used to inform Councillors (ie Portfolio Holders / Shadow Portfolio Holders) and Staff of progress against service objectives & targets.

Staff (individual & team) objectives

All employees are set individual (& team) objectives which links their individual contribution to service delivery aims and the Council's strategic priorities. The Personal Review & Employee Development ('PRED') process is used to monitor progress of employee objectives & development.

Risk Management

We live in an ever changing world and to cope we all manage risk – both in our personal lives and in the business (& public sector) environment. To successfully achieve our goals, we need to accept that risk exists, be realistic, and plan to build the future for Taunton Deane that we desire, rather than

simply hoping that success will occur. We also recognise that if we are to achieve our goals – we cannot try to avoid risk completely.

Our aim is to improve internal control and support better decision-making through a good understanding of risks and the overall risk exposure that exists at a particular time.

Effective risk management helps us manage the business and achieve the objectives outlined in this Business Plan. TDBC has adopted a risk management policy & strategy which describes a systematic application of principles, approach and processes that enable us to identify and assess risks, and then plan and implement responses to those risks.

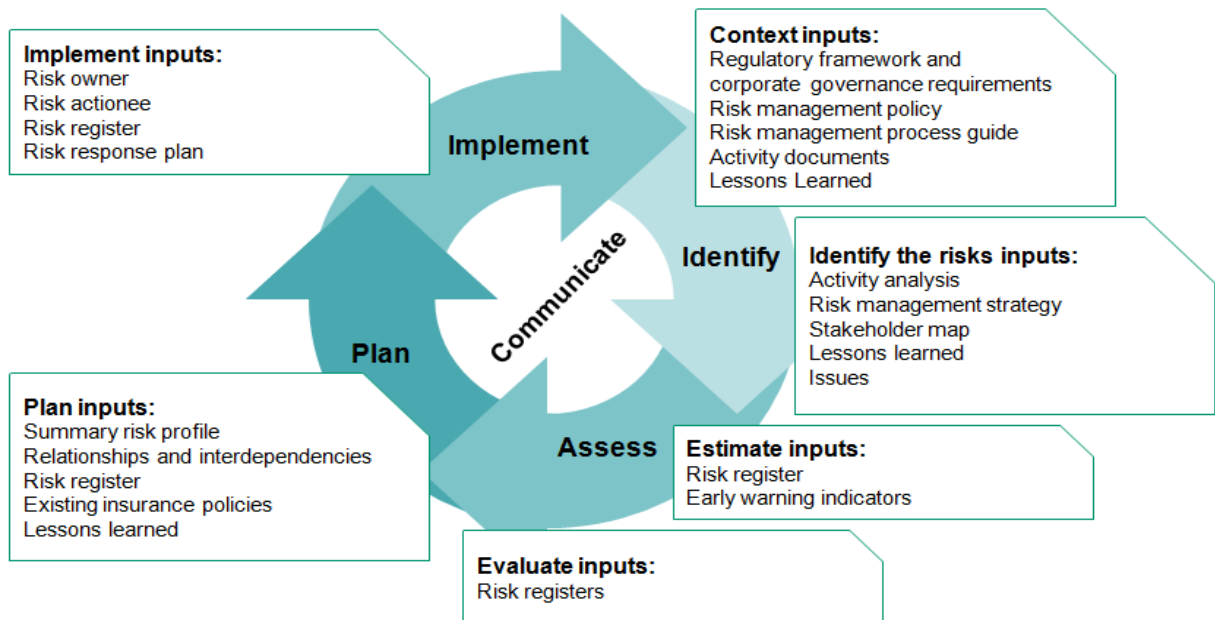
Risk Registers are in place at all levels of the organisation - Strategic, Programme/Project, and Operational. The Corporate Management Team & Theme/Service/Project Managers review these risk registers regularly and the highest risk areas are targeted and escalated for management action at the appropriate level.

The Corporate Governance Committee receives 6-monthly reports on the progress of risk management within the Council.

Diagram summarising the risk management process:

The management of risk process steps

The output of each process step provides most of the inputs to the next process step. The output of the implement step is a Risk progress report.





Taunton Deane Borough Council

Workforce Plan 2013/15

Contents

1. Introduction: What is workforce planning? Why are we doing it?
2. Taunton Deane Profile
3. TDBC – Our Direction and the Future
4. What are the challenges for workforce planning?
5. Addressing the challenges

Foreword

Welcome to our Workforce Development Plan for 2013/15.

This plan predominantly applies to the core council workforce not our secondees in SW One. However, as we approach the second half of the 10 year agreement and as some national initiatives will impact on both core council and SW1, these have been reflected in this Plan.

SW One will have their own workforce plan which combines the whole workforce in that organisation and will be based on their business strategy and current and future workforce needs

To meet the changing needs and demands the people we employ are key to the success of this authority and its partners. We need to ensure that we have “the right people, with the right skills in the right place at the right time” and this plan seeks to address and provide action to ensure that we do this.

1. Introduction:

What is Workforce Planning? Why are we doing it?

Taunton Deane Borough Council’s service delivery like any other organisation’s is provided through the people it employs. It is vital that we consider our most important asset in our business planning and this plan seeks to provide a framework to address this.

By making people management integral to our strategic thinking we can ensure that we have a workforce that can deliver our changing service needs and it is vital for workforce planning to be truly effective that the Council provides clarity on its priorities and the level of services that it wishes to deliver..

The workforce plan will consider:

- The way the authority will develop over the next three years as a result of government policy drivers, efficiency savings and in response to the kind of Council we want to be and the needs of our community.
- The workforce skills and knowledge we will need to respond effectively to the challenges we face.
- Our current workforce, its makeup, knowledge and current state of health and wellbeing.
- How we will prioritise the people management actions to bridge the identified skills gaps that we have.

It can be seen that this plan cannot exist in isolation; it must become integral to the process of our organisational development. In particular how our workforce can lead and respond to the demands of our

community. This plan must be a fluid document that can respond to changing priorities, as it is critical to the success of organisational and cultural change.

We will continue to develop the plan as circumstances demand and in response to the Council's changing agenda which will mean monitoring the plan and updating an annual programme of actions.

2. Taunton Deane Profile

The Business Plan sets out the local context of Taunton Deane in the 'Taunton Deane Borough – At a Glance' section and therefore this has not been replicated in the Workforce Plan.

In addition to this Workforce Plans often contain significant amounts of statistical data on which decisions have been made. Although this plan uses such data it has not been replicated within the plan itself.

In Workforce Planning decision making we will use:

- the Taunton Deane BC Equalities Information Part 1 – A Profile of Taunton Deane;
- the Quarterly Economic Bulletin;
- ONS data;
- regular staff surveys (eg stress, Travel Plan and Staff Attitudes)
- feedback from initiatives such as 'Peer Review', customer satisfaction surveys and feedback, Audit Reports, Investors in People Standard etc; and from April 2013
- the new Quarterly Staffing Report developed by SW1.

This approach will ensure we are using data consistently within the organisation and not directing additional resources to data collection where this is already undertaken.

Organisational Structure

In 2008 the Council commenced a thorough review of the 'core council' which saw the implementation of Thematic Working to support the priorities of the Council.

The original aim of Core Council Review was to introduce a new structure and new ways of working that would enable the Core Council to:

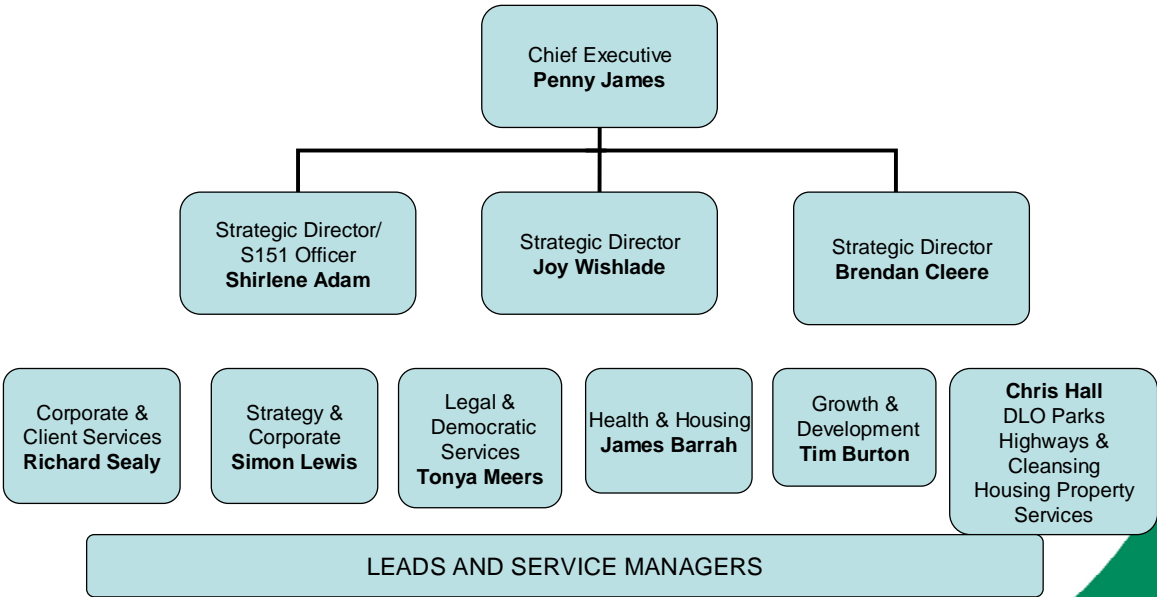
- Be fit for purpose, delivering our vision, widened roles and new ways of working
- Deliver substantial efficiency savings for 2009/10 and beyond.

Proposals for new ways of working and a new structure for the Core Council were approved by Full Council on 17th February 2009 and subsequent reports which concluded with a review of the Corporate Management Team in 2012.

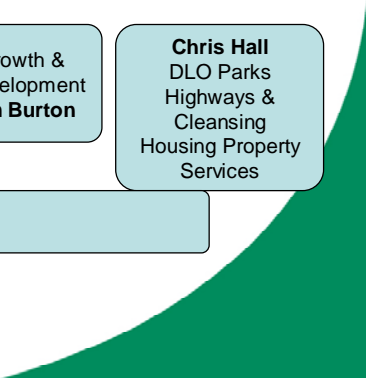
A diagram of the overall Core Council structure is set out below.



CORPORATE MANAGEMENT



11.1.2011



3. TDBC – Our Direction and the Future

To be successful the workforce plan must be able to meet the needs of our known objectives and the changing requirements placed upon local government. The public spending cuts and other initiatives affecting Local government as articulated in the Business Plan will affect the way our services are delivered, however we will still require a workforce that can be recruited, developed and retained to meet and anticipate the changes to come.

This plan is now an integral part of the Business Plan because it is the Council's principle policy document. It establishes the Council's ambitions and the main outcomes it wants to achieve. It also provides an important lead for service planning, resource allocation and budget setting. It also provides the full context in which the Council will operate.

4. What are the Challenges for Workforce Planning?

- Preparing for further cost savings through job reduction and employee costs reduction in a planned way using the current data to assess possible impact; developing redeployment in the organisation as an acceptable option and by undertaking a skills audit;
- Ensuring that the action above is done in support of the Transforming Services actions as set out in the Business Plan;
- Developing capacity in a lean organisation through
 - flexible working,
 - skills training including 'multi-skilling' in the DLO,
 - leadership development,
 - a resourced Business Process Re-engineering, Lean Methodology approach.
 - Re-invigorating Project Management through training and an appropriate methodology;,,
- Developing capacity and providing efficiencies (both financial and non financial) in partnership with West Somerset Council and other organisations;
- Ensuring that any devolvement of responsibilities to parish councils, that may be developed, is consistent with the Business Plan and Workforce Plan
- Developing and retaining talent – in an increasingly threatened, insecure and reward reduced job environment and ensuring that this talent is directed to priority areas. Using coaching to support both management and staff development which can also be used to develop keys areas such as commerciality,
- Managing and planning for an aging workforce ensuring that the organisation uses flexible retirement in an appropriate way and ensures that succession planning is developed;
- Addressing some of the equality imbalances in the workforce and ensuring that appropriate monitoring data is in place; Improving the understanding of managers and staff on their equalities obligations for the organisation and under legislation
- Continuing to reduce absence levels whilst maintaining staff morale and wellbeing – continued action on staff survey results and development of the Employee Assistance Programme to support staff and managers
- Maintaining high level leadership skills in a rapidly moving environment experiencing a radical change to how it provides services either independently or in partnership;
- Developing the PRED processes to support staff in meeting the aims of the organisation and their development whilst supporting managers to address poor performance issues and succession planning issues where these exist;
- Developing processes for knowledge transfer and learning to enable the organisation to benefit (eg commercialism, business support, Business Process Re-engineering, procurement etc)
- Reviewing HR Policies, Communications and Staff Engagement to ensure they are effective and aligned to the Business Plan

and that all managers and employees are clear on the standards of behaviour that the Council expects

- Maintaining focus on Investor in People actions to ensure that processes are aligned to the Business Plan and support employees/managers. Prior to reassessment undertaking a review of the appropriateness of liP against other customer focussed standards;
- Addressing the options for the end of the ten year SW1 contract to ensure that the organisation is appropriately structured to deliver services;
- Managing the impact of legislative changes such as the Localism Act (eg Right to Challenge) and the Welfare Reform Act;

5. Addressing the Challenges

To be developed as the business plan develops to ensure that all actions are linked to priorities of the Council

An integrated approach will also need to be taken with Member Services Development to ensure that the leadership of the Council and community deliverables are aligned. We need to ensure that we are fostering and growing community leadership.

An action plan detailing the key initiatives to support the challenges identified in this report will be needed – possibly referring to other plans and strategies to avoid duplication and encourage simplicity and integration. It is a continuous process under review as the internal and external agenda develops.

“the right people, with the right skills, in the right place, at the right time”

Appendix G: Illustrative Modelling of future service budgets required to close Budget Gap if no other measures are undertaken.

	2012/13 Budget £k	2013/14 Estimate £k	2014/15 Estimate £k	2015/16 Estimate £k	3-Year Movement	
					£k	%
Economic Development	428	428	428	428	0	0.0%
Waste and Recycling	2,945	2,945	2,945	2,945	0	0.0%
Housing Standards	829	829	829	829	0	0.0%
Housing Benefits Admin	451	451	451	451	0	0.0%
Planning Policy	383	383	383	383	0	0.0%
Housing Advice	730	730	730	730	0	0.0%
Food Safety	384	384	384	384	0	0.0%
Homelessness	330	330	330	330	0	0.0%
Open Spaces	865	824	786	752	-114	-13.1%
Housing Enabling	385	367	350	335	-51	-13.1%
Development Management	671	639	609	583	-88	-13.1%
Street Cleansing	680	648	618	591	-89	-13.1%
Corporate & Democratic Core	1,423	1,356	1,292	1,236	-187	-13.1%
Housing Strategy	117	112	107	102	-15	-13.1%
Project Taunton	396	377	360	344	-52	-13.1%
Landscape	295	281	268	257	-39	-13.1%
Tone Leisure	758	722	688	659	-100	-13.1%
Health & Safety (Regulatory)	58	55	53	51	-8	-13.1%
Outdoor Sports & Recreation	334	318	303	290	-44	-13.1%
Heritage	283	270	257	246	-37	-13.1%
Tourism & TIC	166	158	150	144	-22	-13.1%
Licensing	23	22	21	20	-3	-13.1%
Private Sector Housing	31	30	28	27	-4	-13.1%
Public Conveniences	281	255	231	210	-71	-25.3%
Sports Development	598	543	492	447	-151	-25.3%
Pollution Reduction	330	299	271	246	-83	-25.3%
Dog Wardens	80	73	66	60	-20	-25.3%
Pest Control	41	38	34	31	-10	-25.3%
Highways & Transport Services	103	93	85	77	-26	-25.3%
Community Safety	223	203	184	167	-57	-25.3%
Community Development	95	86	78	71	-24	-25.3%
Arts & Public Entertainment	172	156	142	128	-44	-25.3%
Building Control	155	141	127	116	-39	-25.3%
Land Charges	19	17	15	14	-5	-25.3%
Shopmobility	77	70	63	57	-19	-25.3%
Voluntary & Community Sector Grants	200	182	165	149	-51	-25.3%
Climate Change	64	58	53	48	-16	-25.3%
Flood Defence	265	241	218	198	-67	-25.3%
Revenues Services	831	755	684	621	-211	-25.3%
Benefits	-136	-142	-148	-153	-17	-12.1%
Parking Services	-2,364	-2,467	-2,564	-2,651	-287	-12.1%
Cemeteries & Crematorium	-598	-624	-649	-671	-73	-12.1%
Allotments	-0	-0	-0	-0	-0	-12.1%
Investment Properties	-59	-62	-64	-67	-7	-12.1%
Non Distributed Costs	141	141	141	141	0	0.0%
Total Service Costs	13,486	12,715	11,995	11,355	-2,131	-15.8%
Budget Gap - Annual		771	720	640		
Budget Gap - Cumulative		771	1,491	2,131		

Equality Impact Assessment

Responsible person	Simon Lewis	Job Title Strategy & Performance Manager
Why are you completing the Equality Impact Assessment? (Please mark as appropriate)	Proposed new policy/service	✓
	Change to Policy/service	
	Budget/Financial decision – MTFP	
	Part of timetable	
What are you completing the Equality Impact Assessment on (which, service, MTFP proposal)	New 3 year Corporate Business Plan (2013/14 – 2015/16)	
Section One – Scope of the assessment		
What are the main purposes/aims of the policy/decision/service?	<p>The Corporate Business Plan is intended for our staff, councillors, residents and partner organisations.</p> <p>Its purpose is to state our overall vision and aims for the area and how we will deliver these. It also describes our approach to the internal transformation needed to ensure the Council is sustainable, affordable and fit for purpose during a period of greater demand for services but lesser resource to deliver them.</p> <p>The Corporate Business Plan will form the basis for future budget setting and service delivery.</p>	
Which protected groups are targeted by the policy/decision/service?	The Corporate Business Plan does not specifically target any protected group, however the new Council vision, aims & objectives will have an impact on all residents of Taunton Deane (as well as businesses and visitors).	
<p>What evidence has been used in the assessment - data, engagement undertaken – please list each source that has been used</p> <p>The information can be found on....</p>	<p>The Business Plan has been developed after detailed consultation work with councillors and all political groups (June – August 2012) and following an external peer review by the Local Government Association (LGA) in September 2012.</p> <p>Many of the existing strategic aims and objectives within the Corporate Strategy (2010-2013) have continued to feature within this new Business Plan, specifically: Tackling Deprivation; Regeneration; Affordable Housing; and Climate Change. These objectives were developed following comprehensive consultation and analysis of demographic data, in particular in the development of Taunton Deane Partnership’s ‘Priority Areas Strategy’ (‘PAS’).</p> <p>The content of the Business Plan is supported by a sound base of evidence that has been developed over the past few years. This includes the following:</p> <p>Talking Tomorrow’s Taunton Deane (2006) – comprehensive community engagement to understand community priorities Place Survey (2009) – resident’s survey used to inform public sector priorities Climate Change (2010) – community consultation to inform climate change initiatives Local Development Framework (2005 – 2012) – extensive stakeholder engagement to inform regeneration and house-building agenda</p>	

	<p>Priority Areas – Tackling Deprivation (2011 – 2012) – extensive stakeholder engagement to inform a partnership approach to tackling social deprivation</p> <p>Tenant Services Management Board (ongoing) – monthly meetings with tenants to debate strategic housing issues / priorities</p> <p>Council priorities and budgets (2011) – initial public consultations to assess the importance of various services and how they should be delivered, as well as the public appetite for raising fees, charges and council tax</p> <p>LGA Peer Review (2012) – working with peers to help shape business plan content</p> <p>Staff surveys (on going)</p> <p>These consultations have been used to refine and develop the Council’s priorities and work programmes over recent years. Many of these have been supported by statistical profiling (IMD and other relevant data), customer segmentation, equality impact assessments and extensive public / service provider engagement.</p> <p>Other evidence considered:</p> <ul style="list-style-type: none"> • Staff profiles (Workforce Plan) • Audit recommendations (Equalities Audit 2012) & resulting action plan
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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

- There could be negative impacts for some or all protected groups if the delivery of the Business Plan fails to take into account the Equalities Information Report 2012 (profile of Taunton Deane)
- An initial review of the draft Business Plan (prior to submission for Scrutiny) identified the need to explicitly include the Council’s Equalities duties within the Business Plan – this has been addressed.
- The Council previously had in place both a Corporate Strategy and a separate Corporate Equalities Scheme – by moving to single Corporate Business Plan, there is a risk that the Council may lose sight of its corporate equalities responsibilities. This could result in services and projects being delivered without due regard to Equalities, thereby failing customers and communities. The council may also be subject to legal challenge.
- The Business Plan has been developed at a strategic level – delivery plans will be subsequently developed through service and project planning which will include more detailed Equality Impact Assessments

I have concluded that there is/should be:	
No major change - no adverse equality impact identified	
Adjust the policy/decision/service	✓ (refer to the action plan below)
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

Post Full Council approval of the Business Plan (January 2013)

Section Five – Sign off

Responsible officer: Simon Lewis

Date: 21/11/12

Management Team: Corporate Management Team (CMT)

Date:

Section six – Publication and monitoring

The Business Plan will be published following Full Council approval (expected January 2013).

Monitoring of progress of the Business Plan and associated projects will be done through the Council’s quarterly performance monitoring and reporting framework. The Business Plan will also be subject to a formal review on an annual basis.

Next review date:

The Business Plan will be reviewed for 2014/15 in the early part of 2014.

Method of monitoring:

Corporate Performance Scorecard - reported quarterly to CMT, Corporate Scrutiny & Executive committees.

Service-specific monitoring is done through the Theme/Service planning process and performance scorecards – reviewed by Theme Managers with overview reports also presented by CMT (and Portfolio Holders / Shadow Portfolio Holders as appropriate). Team and Individual objectives and responsibilities are monitored as part of day-to-day line management, team meetings, and through the annual Performance Review & Employee Development (PRED) process.

Project monitoring – monthly project scorecards produced by Project managers and reported to the ‘Programme Management Group’, with quarterly overview reports to CMT.

Action Planning

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

Actions table					
Service area	All services & corporate projects			Date	
Identified issue drawn from your conclusions	Actions needed	Who is responsible?	By when?	How will this be monitored?	Expected outcomes from carrying out actions
	Ensure robust EIA in the initiation of projects and service plans in the delivery of the Business Plan objectives				
	Service & project planning – managers need further training to strengthen their knowledge of Equalities duties and processes				
	Equalities networks to be used to develop and deliver the Workforce Plan				

16/01/2013, Report:Community Infrastructure Levy - Draft Charging Schedule
Reporting Officers:Phil Bisatt

16/01/2013, Report:2013/2014 Council Tax Base
Reporting Officers:Paul Fitzgerald

16/01/2013, Report:Draft Corporate Business Plan
Reporting Officers:Simon Lewis

16/01/2013, Report:2013/2014 Business Rate Tax Base
Reporting Officers:Paul Fitzgerald

16/01/2013, Report:Asset Management Plan
Reporting Officers:John Sumner

17/04/2013, Report:Swimming Pool Provision in Taunton
Reporting Officers:Alison North

17/04/2013, Report:Planning toolkit for handling large scale and complex development proposals
Reporting Officers:Tim Burton

17/04/2013, Report:Energy efficiency schemes to corporate buildings
Reporting Officers:Torsten Daniel

17/04/2013, Report:Customer Access and Accommodation Project Authorisation
Reporting Officers:Joy Wishlade

17/04/2013, Report:Creechbarrow Road Development Report
Reporting Officers:James Barrah

12/06/2013, Report:DLO Relocation Report
Reporting Officers:Joy Wishlade

10/07/2013, Report:Financial Outturn Report 2012/2013
Reporting Officers:Paul Fitzgerald

10/07/2013, Report:Business Plan Budgeted Service Profile
Reporting Officers:Simon Lewis