

Taunton Deane Borough Council

Executive – 11 June 2014

Centre for Outdoor Activities and Community Hub (C.O.A.C.H)

Report of Alison North, Community Leisure Manager

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

1 Executive Summary

1.1 The Council has been supporting the COACH project since 2011. There is an opportunity for the COACH project to obtain funding from a Sport England Grant and there are two key areas of support from the Council which Sport England will require before taking forward the application for funding any further – a) granting of a long lease and b) support of funding

1.2 This report updates the position from the January 2012 report and requests that a 125 year lease, at peppercorn rent, of land at French Weir Park be granted to Somerset Waterways Development Trust for the Centre of Outdoor activities and Community Hub, COACH for the construction of a centre for Outdoor Activities and Community Hub

1.3 It was resolved by Councillors to approve the granting of the lease subject to full planning permission being granted, approval of the business plan and funding for the project being secured. This report will update on the position of all of these requirements

1.4 As part of the project funding update this report will make a recommendation for the assignment of funds on the land sale of the Castle Street, Tangier site (Former Taunton Youth & Community Centre) to support a bid for a Sport England grant

2. Background

2.1 The proposed COACH facility is both a building, including a floodable boat store and a community facility. The intention is to provide a sustainable and functional permanent home for a wide variety of clubs and Community Groups as detailed in the business plan as produced by the COACH trustees (Confidential Appendix A) and replacement public toilets as the current ones are sited on land that is required

for the COACH scheme, the extent of which is shown hatched in black on the attached plan. (Appendix F)

2.2 The Council has been working on the project since 2011. The Project Taunton Steering Group gave 'in principle' support to grant a long lease on the land required for the construction of the facility and in 2012 Councillors approved the grant of a long lease at peppercorn rent subject to planning permission, funding and a business case. The Council also awarded the project £40,000 to support the project in obtaining design costs, land surveys and a planning application.

2.3 In March 2014 the COACH project submitted an application to Sport England for grant funding. Initial discussion with Sport England have shown a good level of support for the project due to its unique nature of the proposed construction being floodable something which is very topical at the moment.

3. Planning Permission

3.1. One of the criteria for granting the long the lease was the approval of planning permission. The project was granted full permission on the 18th November 2013 (Certificate No. 38/13/0348)

4. Funding

4.1 As detailed in appendix A (Business Case) the project has been pursuing several sources of funding one key source being from Sport England's 2014/15 improvement grant. Sport England who require evidence of the long lease and a commitment of supported funding.

4.2 On the 29 August 2013 Executive Councillor Norman Cavill made a decision to accept the Trustees proceeds from the sale of land at Castle Street, Tangier (the site of the former Taunton Youth and Community Centre) on the understanding that the money will be ring fenced by Taunton Deane Borough Council for capital funding of youth projects to be agreed at the appropriate time.

4.3. To support the COACH project in their application to Sport England a proportion of these funds, £200,000 could be earmarked for the project as the required funding.

5. Business Plan

5.1 The COACH trustees have provided a Business plan (Appendix A) for Councillors to review. To help Councillors in their review Officers have provided relevant comments

5.2 Financial Summary – The figures and projection provided by COACH have taken a prudent stance and are conservative, providing room for expansion and the prospect of enhanced returns. The figures given are based on existing income and as such are reliable and robust. We see no reason to believe that the projections are unsustainable and given their "worse case scenario" nature we are confident that the

surpluses will be exceeded, providing further contingency. The support from Somerset College will be vital to ensure that the accounts and reporting are timely and accurate. Given the charitable status of the entity, returns will be required and this will be a new challenge for COACH which will require a systematic approach

5.4 Public Toilets – The proposed site of the facility is to build on the existing public toilets of French Weir. The COACH facility would provide public access toilets to replace the existing providing a saving to the Council circa £8,000 p.a The toilets will be operated at similar times as at present and available for use by the public when the COACH facility is open.

5.5 Implications for the Council – Councillors should note that this project is the responsibility of COACH as an organisation and there is no legal responsibility for the Council to underwrite any losses or failure of the project.

5.6 Appendix to note – Councillors will note that the business plan includes appendix of a Travel Plan, Risk Register and equality impact assessment

6. Lease

6.1 The extent of the land to be included in the proposed lease is shown hatched black on the attached plan, with the term being 125 years from a date to be agreed at a peppercorn rent. The lease shall provide that the land shall be developed and used in accordance with Planning Consent No. 38/13/0348 and there shall be no rights to assign or sublet (save for casual hiring).

6.2 All other terms and conditions, including those relating to the provision of public toilets, shall be agreed by the Council's Property Estates Team in consultation with the Executive Councillors for Leisure and Property.

7. Link to Corporate Aims

The Councils Business Plan 2013-14 has a key aim of 'A Vibrant Social, Cultural and Leisure Environment' with a key objective of 'Facilitate and support cultural and leisure opportunities' The Council has already provided significant support for this COACH as the projects vision aligns well with the Councils aims and objectives

8. Environmental & Community Safety Implications

Planning Permission has been granted on the condition the development is carried out in strict accordance with the design details set out in section 4 of the approved Flood Risk Assessment (prepared by Hydrock dated September 2013). The development must also not commence until a strategy to protect and enhance the development of wildlife has been submitted and approved as per the advice of the projects ecological assessment appraisal report of October 2012

9. Equalities Impact

No adverse impacts anticipated, based on facility being open to all as per COACH'S

Equality statements and policy attached to the Business Case (Appendix C)

10. Risk Management

COACH have provided a risk management plan as per attached appendix of business plan (Appendix D)

Whilst the facility is not a Council asset it will sit on TDBC land. Should the project fail to be sustainable there may be public expectations on the Council to continue to run the facility. The business plan currently evidences a sustainable model.

11. Partnership Implications

Not applicable

12. Recommendations

Members of the Executive committee are requested to recommend to Full Council

- a) Following the granting of planning permission, production of a business and the funding options available that a long lease of the land at French Weir Park, as shown hatched black on the attached plan (Appendix F) is granted on the terms and conditions set out in the report.
- b) That a proportion of the funds, £200,000 from the TYCC land sale are assigned as funding for the COACH project to support the application for funding from Sport England. When the funds are forthcoming from the sale, this would then be added to the Capital Programme. This is therefore dependant on the capital receipt.

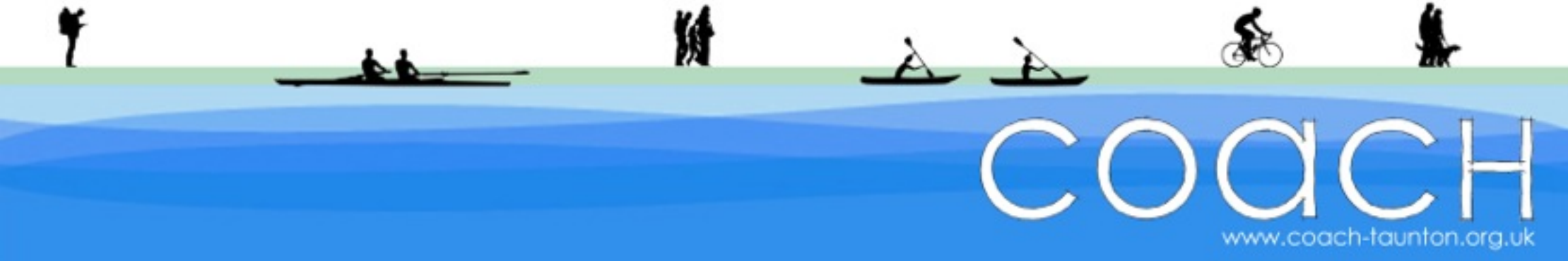
Appendix:

- | | |
|---|--|
| A | COACH Business Plan |
| B | Cost Plan attaching to the business case |
| C | Equalities Impact Assessment |
| D | Risk Assessment |
| E | Travel Plan attaching to the business case |
| F | Site Plan |

Contact:

Alison North, Community Leisure Manager
01823 356 576

a.north@tauntondeane.gov.uk



Centre for Outdoor Activities & Community Hub (COACH) - Equality Impact Assessment

Responsible person		
Why are you completing the Equality Impact Assessment? (Please mark as appropriate)	<i>Introduction of Equality Statement and Equal Opportunities & Diversity Policy relating to The Centre for Outdoor Activities and Community Hub, Taunton (COACH)</i>	
What are you completing the Equality Impact Assessment on (which policy, service, MTFP proposal)	<i>COACH Equality Statement and COACH Equal Opportunities & Diversity Policy</i>	
Section One - Scope of the assessment		
What are the main purposes/ aims of the policy?	<i>To ensure all parties working for or with, accessing or seeking to access COACH are treated equally in accordance with The Equality Act 2010.</i>	
Which protected groups are targeted by the policy?	<i>All ages, disabled, gender reassignment, people married or in civil partnerships, pregnant and maternity, race, religion or belief, sex and sexual orientation</i>	

<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><i>Assessment of current activities/clubs forming the basis of COACH.</i> <i>Market research: Survey Monkey</i></p>
<p>Section two - Conclusion drawn about the impact of service/policy/function/change on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality</p>	
<p><i>The following statement is true for all protected groups:</i></p> <p><i>The COACH trustees are fully committed to the principles of equality of opportunity and are responsible for ensuring that no job applicants, employees, workers, office holders, volunteers, participants or members are unlawfully discriminated against.</i></p> <p><i>The COACH trustees endeavour to ensure that all stakeholders are given the same opportunities regardless of their socio-economic background and will encourage partner organisations, including member clubs, affiliated associations, suppliers, sponsors and customers, to adopt and demonstrate their commitment to the principles and practice of equality as set out in its Equality and Diversity Policy.</i></p> <p><i>The COACH trustees will monitor and review the policy's effectiveness and deal with any challenges or complaints as a priority in accordance with legislation.</i></p>	
<p>I have concluded that:</p> <p style="padding-left: 40px;"><i>Continue with the policy - monitor and review annually or more frequently as required.</i></p>	
<p>Reasons and documentation to support conclusions <i>Statement and Policy agreed by trustees and newly implemented to coincide with confirmation of Charitable Trust status.</i></p>	
<p>Section four - Implementation - timescale for implementation</p>	

Adoption of Equality Statement and Equal Opportunities and Diversity Policy - November 2013

Section Five - Sign off

Section six - Publication and monitoring

Equality Statement and Equal Opportunities and Diversity Policy to be available for download on the website www.coach-taunton.org.uk

Next review date:
Nov 2014 or before if necessary

Date

Action Planning

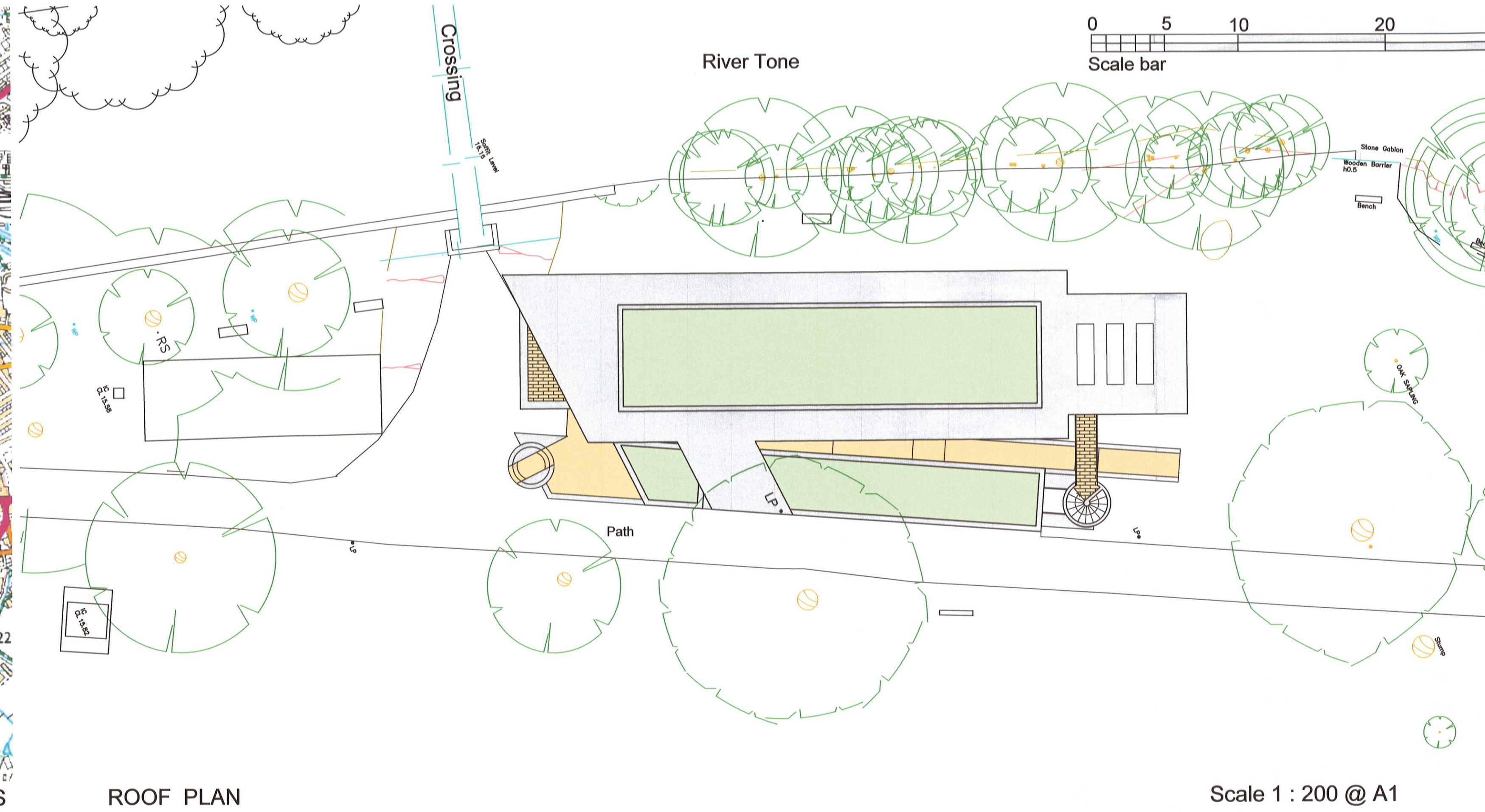
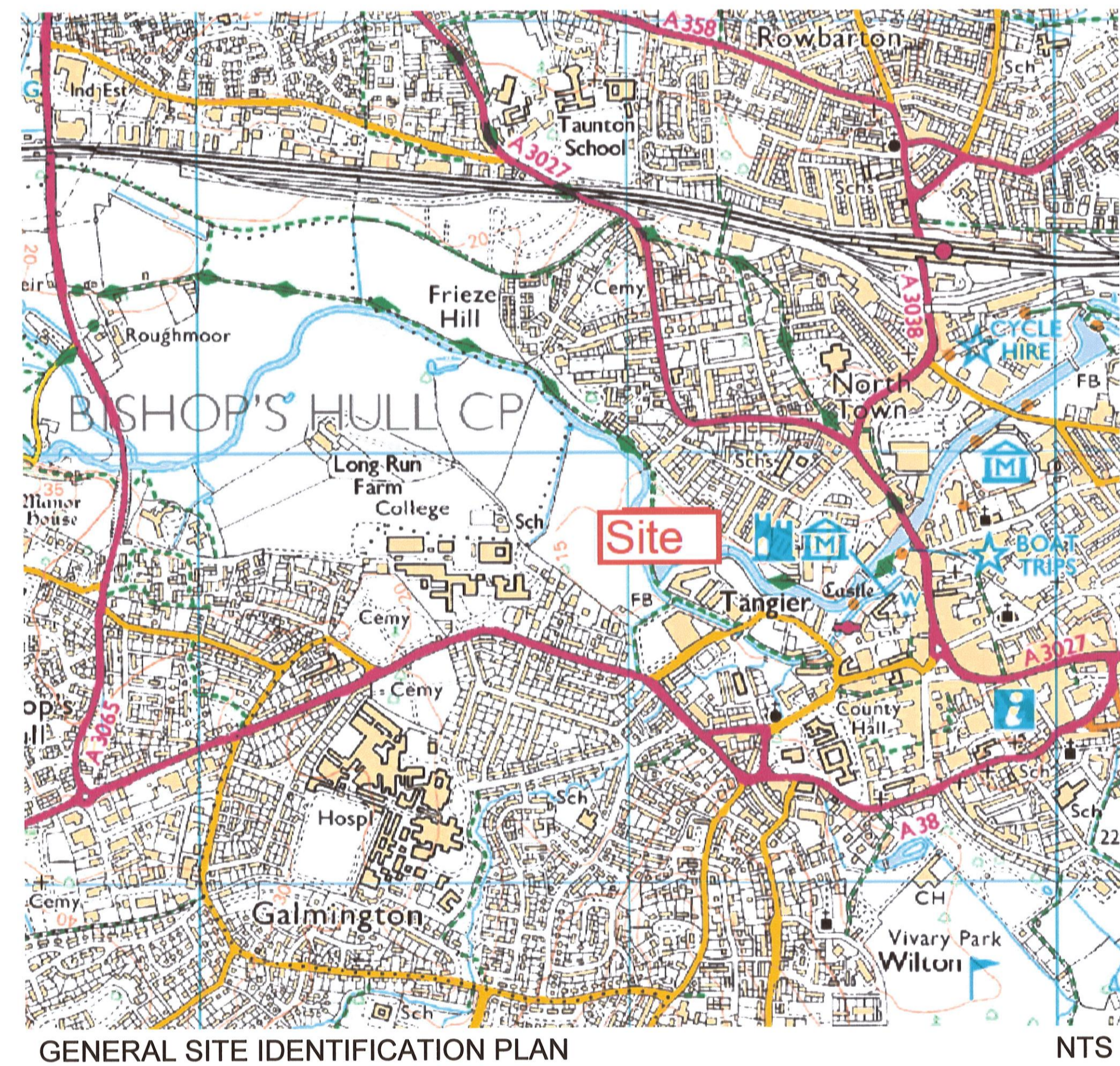
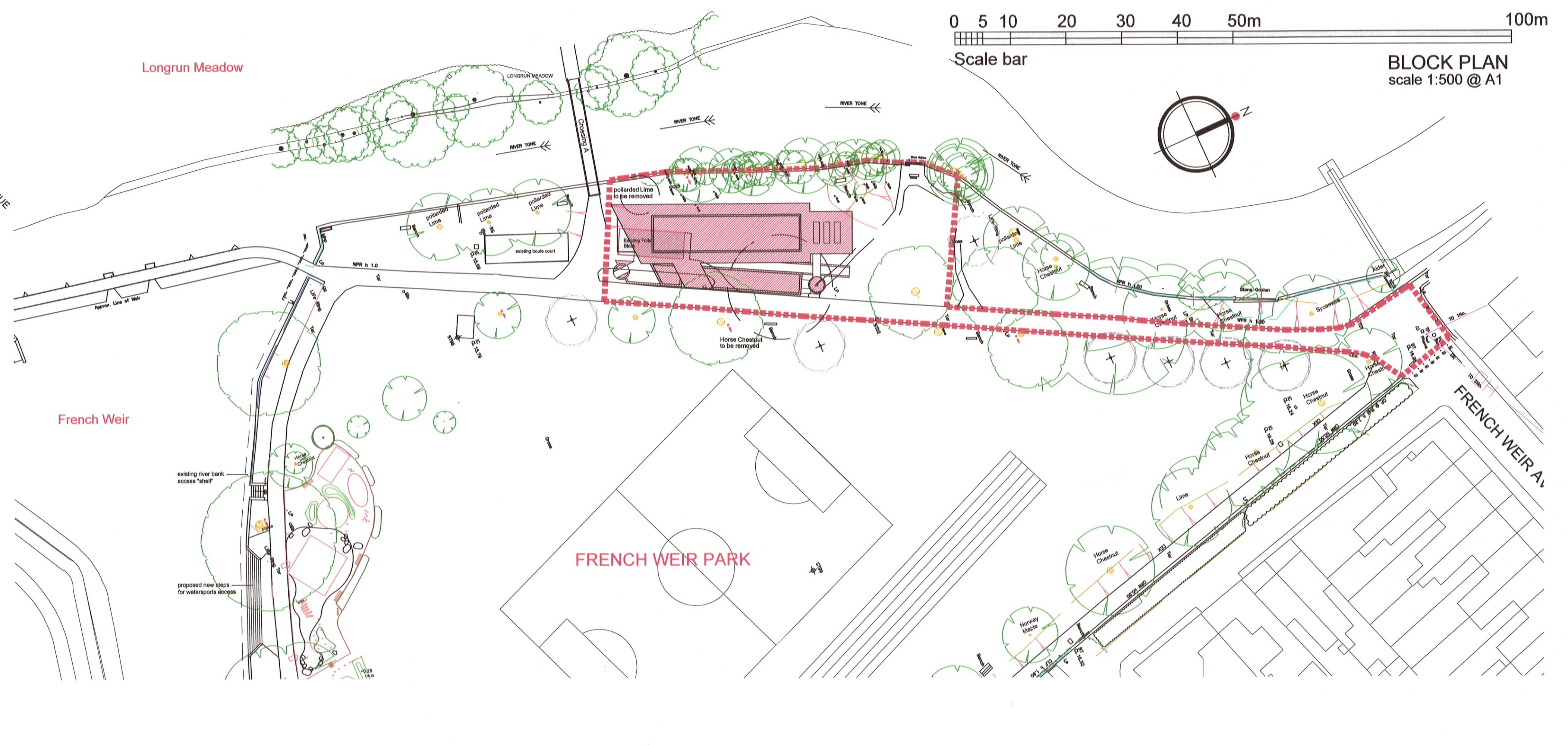
The table should be completed with all actions identified to mitigate the effects concluded.

Actions table						
Service area				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	

Project name		Centre for Outdoor Activity & Community Hub (COACH)											
Project number													
Risk number	Date logged	Risk	Consequence	Cost impact	Likelihood (3 / 2 / 1)	Consequence (3 / 2 / 1)	Mitigation	Owner	Risk score	Ratio	Cost impact	Risk Allowance	Risk Status
Personnel Risk													
1		Clubs disengaging from COACH and withdrawing their commitment	COACH not accruing enough user fees to cover the cost of maintenance		1	3	Ensure that the commitment from clubs/groups is made by committee of the club/group with binding contract for a fixed term, reviewable by either party with sufficient term of notice		3	This is?	Cost of error?	Probability?	Product of RS, Cost, RA??
2		Somerset College ceases to be an active partner,	Logistic support could be jeopardised and funding from key user lost.		1	3	College Principal is a trustee Actively look for other partners e.g. local schools, charities who may, for public benefit support COACH with resources (including financial). Spread the delegated tasks throughout a network of supporting organisations.		3				
3		Link with COACH reliant on key club member	Loss of key users will affect COACH not accruing enough money to cover the cost of maintenance		1	3	Create formal strategic partnerships with organisations. Individual membership to clubs/organisations and COACH to be managed separately.		3				
4		Success / income generation limited to only a few clubs	COACH not accruing enough user fees to cover the cost of maintenance		1	3	Strategic marketing/promotion/links not left to chance but built into business plan.		3				
Financial Risk													
5		Partner clubs cease to become financially viable, key users not affording affiliation costs	COACH not accruing enough user fees to cover the cost of maintenance		1	3	Baseline case of "no users other than the key regular users" has demonstrated maintenance costs can be met. COACH will implement regular, rigorous reviews of financial and personnel performance as an ongoing procedure to ensure new opportunities are developed, consistent with the vision. Attract other interested in utilising the centre eg school groups, outdoor activity coordinators, statutory bodies eg English Nature		3				
6		Infrastructure costs of COACH underestimated	COACH structure / building folds		1	3	COACH can be maintained by affiliation of 3 key users. Most clubs of this type maintained by 1 user.		3				
7		Budget availability / TDBC decision not to support COACH with TYCC funding	Delay to project until further funding secured.		2	3	Canoe England grant for £50K achieved. Applications in with Sport England and British Rowing. Professional fundraiser researching other sources of funding.		6				
8		Project scope creeps / stakeholder changes	Potential for cost increase; potential for delay to programme; potential for misalignment with signed-off scheme		2	3	Accurate costs obtained by QS		6				
9		Cost estimates rise above capital project budget	Severe budget short fall as funding finite.		1	3	Accurate costs obtained by QS		3				
10		Final account rises above set budget for the scheme.	Cost increased above available budget – may not be able to complete project, damage to reputation of COACH and Borough Council.		2	2	Project cost (including contingency) to be fixed as per QS report. Fund raise to fixed limit. Professional fundraiser appointed, fee (to be included in budget) contingent on raising the amount required. Review build structure to ensure modularity of the build be used to assist the build costs. Ensure phasing to allow the project to run in modules?		4				

11		Key User clubs have poor financial management	Key user Clubs not raising agreed annual user costs		1	3	Key Clubs have managed a good income stream in recession with shrewd financial management to ensure a secure footing Key users to provide regular financial reports (via formal agreements) to the Trustees.		3				
Environmental Risk													
12		No or inadequate insurance cover due to flood risk	Building & equipment not insured, this placing COACH in financial difficulty to replace / repair		1	2	Build design limits flooding damage as ground floor designed to enable flood water to flow in and out without restriction. Similar facilities sited on floodplains throughout the UK have secured adequate insurance cover.		2				
13		Protected species prohibit proposed works.	Building works delayed.		1	1	Full environmental surveys completed Works to designated trees to take place Dec 2013		1				
14		Flash flooding - no early warning signs of flooding	Users being placed at risk of injury		1	3	Agree with clubs / EA and implement early warning systems via text etc for members		3				
Transport Risk													
15		Parking/drop off becomes an issue for local residents, park users	COACH loses vital local community support.		1	1	Transport plan has been commissioned Majority of current members walk or cycle At present, parents of members drop off and pick up later. Information and promotional materials and website will advise users of nearest drop-off and parking opportunities.		1				
16		Lack of daytime parking	COACH and affiliated club membership negatively affected		1	2	Agreements in writing with Somerset College for daytime use by schools; disability access agreed at Tesco; evening and weekend use agreed at Castle School; SCC car parking within 10 minute walk of facility; limited on-road car parking in the locality		2				
Political Risk													
17		Support for the COACH project becomes a political matter	Inability to access TYCC funding which would halt project		1	2	Emphasise the community and youth aspect, independent of any political initiative, COACH is a community driven project, independent of political affiliation		2				
18		River Tone regeneration and community health and wellbeing ceases to become Borough Council objectives	Inability to access TYCC funding which would halt project		2	1	Demonstrate community support for COACH eg. via online survey results. Make a clear business case for COACH, independent of any public benefit.		2				
Building Risk													
19		Vandalism to site due to isolated location	Damage to property incurring higher maintenance costs		1	2	Use of CC tv, Negotiate with Tesco possible extension of their security patrol Involve neighbourhood watch in vigilance on building, with links to PCSO Use of intruder lights/burglar alarms; Acquire adequate insurance cover. Engage local community, particularly the potential vandals via COACH youth club Current experience on the Firepool site would indicate the risk could be low with the perceived risk higher than the reality.		2				
20		Vandalism to site due to isolated location	Damage to property incurring higher maintenance costs		2	2	Design of building is specific to allow repair without significant cost to COACH with low cost renewables		4	0.44	£0	£0	

21		Failure to secure competent lead PM / Advisor	Delay/ cost increase / project programme slip		1	3	Appoint professional project manager to oversee the build, regularly reporting to the trustees. A sufficient contingency will be built into the build costs.		3				
22		Unforeseen ground conditions	Delay - Increased project cost		1	3	Ground conditions and other essential survey reports obtained		3				
23		Conditions to planning consent not met	Delay to works programme and possible cost increase.		1	1	Planning consent obtained with work on few anticipated conditions underway		1				
24		Exceptionally inclement weather	Delays to works to external fabric - potential to delay the scheme/ increased cost		2	2	Project build planned during driest months of year.		4				
25		Delay to Building Control sign off	Delays to scheme completion & opening		1	2	Regular project management meetings will provide early warning.		2				
26		Contractor insolvency	Delays to the works and cost increases		1	3	Contractor credentials esp. financial, essential to selection process.		3				
27		Problems with essential services supply to new building	Increased cost / delay		1	3	Services already present at building		3				
28		Contractors fail to perform satisfactorily	Poor quality of workmanship or failure to complete on time		1	2	Contractor credentials esp. financial, essential to selection process. Due diligence in appointing Contractors, overseen by Project Manager, reporting to Trustees		2				
Organisational Risk													
30		Insufficient trustees participation to allow the board to be quorate	COACH fails to operate efficiently		1	1	New trustees to be identified and trained; expansion of trustee committee to include parties engaged with COACH; ensure trustees are committed interested parties and seek trustee rep from neighbouring Friends' Groups		1				
31		COACH is in breach of its statutory duties as a charity	Inability to access future funding; credibility adversely affected; project ends; facility closes		1	1	Ensure trustees share the COACH values and mission; ensure trustees are supported, trained when necessary understand their statutory responsibilities. An Officer is appointed to the Board with specific expertise with regard to Charity Compliance, called a Compliance Officer?		1				
3-4= Medium Risk													
6-9 = High Risk													
Changes highlighted in pink													
Risks mitigated													



SCANNED
25 SEP 2013

T.D.C. PLANNING
24 SEP 2013
RECEIVED

COACH

RHA

Reed Holland Associates Ltd. ©
Chartered Architects
Somerset House, Middle Street, Taunton
Somerset, TA1 1UB (01823) 336479

Project **PROPOSED BOATHOUSE AND WORKS AT FRENCH WEIR, TAUNTON**

Client **C.O.A.C.H**

Title **SITE LOCATION PLAN BLOCK PLAN**

Scale 1:1250 @ A1 Date **SEPT 2013**
1:500 @ A1

Drg No **11.28.01**

THIS DRAWING IS THE COPYRIGHT OF REED HOLLAND ASSOCIATES LTD AND MUST NOT BE COPIED OR REPRODUCED IN ANY FORM WITHOUT THEIR PERMISSION