

SWT Executive

Tuesday, 23rd July, 2019,
6.15 pm

**Somerset West
and Taunton**

**The John Meikle Room - The Deane
House**

Members: Federica Smith-Roberts (Chair), Benet Allen (Deputy Chair),
Chris Booth, Ross Henley, Richard Lees, Peter Pilkington,
Mike Rigby, Francesca Smith and Alan Wedderkopp

Agenda

1. Apologies

To receive any apologies for absence.

2. Minutes of the previous meeting of the Executive

To approve the minutes of the previous meeting of the Committee.

3. Declarations of Interest

To receive and note any declarations of disclosable pecuniary or prejudicial or personal interests in respect of any matters included on the agenda for consideration at this meeting.

(The personal interests of Councillors and Clerks of Somerset County Council, Town or Parish Councils and other Local Authorities will automatically be recorded in the minutes.)

4. Public Participation

The Chair to advise the Committee of any items on which members of the public have requested to speak and advise those members of the public present of the details of the Council's public participation scheme.

For those members of the public who have submitted any questions or statements, please note, a three minute time limit applies to each speaker and you will be asked to speak before Councillors debate the issue.

(Pages 5 - 10)

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| <p>5. The provision of further financial contributions to enable Taunton's Park and Ride service to continue until March 2020</p> <p>To consider a report of the Head of Commercial Investment regarding the Taunton Park and Ride Service.</p> <p>The Chairman of the Scrutiny Committee has agreed that due to the nature of the decision and for it to be made in a timely fashion (as the next Executive meeting is not until 20th August 2019) that the Special Urgency Clause (Access to Information Procedure Rules 16) be used to waive the 28 day rule in order to continue with the Park and Ride contract.</p> | <p>(Pages 11 - 20)</p> |
| <p>6. Taunton Garden Town Vision</p> <p>To consider a report of the Strategy Specialist regarding the Taunton Garden Town Vision.</p> | <p>(Pages 21 - 84)</p> |
| <p>7. Financial Monitoring - WSC and TDBC Outturn Position 2018/19</p> <p>To consider a report from the Finance Business Partner Specialist regarding information related to WSC and TDBC's financial performance for the 2018/19 financial year.</p> | <p>(Pages 85 - 142)</p> |
| <p>8. Structural Change - Senior Leadership Team</p> <p>To consider a report by the Chief Executive Officer regarding the proposed structural change to the Senior Leadership Team.</p> | <p>(Pages 143 - 156)</p> |
| <p>9. Executive Action Plan</p> <p>To update the Executive on the progress of resolutions and recommendations from previous meetings of the Committee.</p> | |
| <p>10. Executive Forward Plan</p> <p>To receive items and review the Forward Plan.</p> | <p>(Pages 157 - 160)</p> |



JAMES HASSETT
CHIEF EXECUTIVE

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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, and Committee agendas, reports and minutes are available on our website: www.somersetwestandtaunton.gov.uk

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SWT Executive - 9 July 2019

Present: Councillor Federica Smith-Roberts (Chair)

Councillors Benet Allen, Chris Booth, Ross Henley, Marcus Kravis, Richard Lees, Peter Pilkington, Mike Rigby, Francesca Smith and Alan Wedderkopp

Officers: Marcus Prouse, James Barraha, Nick Bryant, Emily Collacott, James Hassett, Paul Browning, Paul McClean and Wendy Lewis

Also Present: Councillors Sue Buller, Martin Hill, Libby Lisgo, Janet Lloyd, Dave Mansell, Martin Peters, Anthony Trollope-Bellew, Sarah Wakefield and Loretta Whetlor

(The meeting commenced at 6.15 pm)

15. **Apologies**

No apologies were received from Councillors and all Executive Councillors were present.

16. **Minutes of the previous meeting of the Executive**

(Minutes of the meeting of the Executive held on 18th June 2019 were circulated with the agenda)

RESOLVED that the minutes of the Executive held on 18th June 2019 were confirmed as a correct record.

17. **Declarations of Interest**

Members present at the meeting declared the following personal interests in their capacity as a Councillor or Clerk of a County, Town or Parish Council or any other Local Authority:-

Name	Minute No.	Description of Interest	Reason	Action Taken
Cllr C Booth	All Items	Wellington and Taunton Charter Trustee	Personal	Spoke and Voted
Cllr R Lees	All Items	Taunton Charter Trustee	Personal	Spoke and Voted
Cllr L Lisgo	All Items	Taunton Charter Trustee	Personal	Spoke
Cllr J Lloyd	All Items	Wellington & Sampford Arundel	Personal	Spoke
Cllr D Mansell	All Items	Wiveliscombe	Personal	Spoke

Cllr M Peters	All Items	Taunton Charter Trustee	Personal	Spoke
Cllr P Pilkington	All Items	Timberscombe	Personal	Spoke and Voted
Cllr M Rigby	All Items	SCC & Bishops Lydeard	Personal	Spoke and Voted
Cllr F Smith	All Items	Taunton Charter Trustee	Personal	Spoke and Voted
Cllr F Smith-Roberts	All Items	Taunton Charter Trustee	Personal	Spoke and Voted
Cllr A Wedderkopp	All Items	SCC & Taunton Charter Trustee	Personal	Spoke and Voted
Cllr L Whetlor	All Items	Watchet	Personal	Spoke

18. **Public Participation**

No members of the public had requested to speak on any item on the agenda.

Councillor Libby Lisgo asked a question as to which Executive Member had overall Portfolio Holder responsibility for the Charter Trustees issues related to Taunton?

The Leader thanked Councillor Lisgo for her question and stated that she would respond as soon as possible but needed to confirm with Officers to clarify before doing so. Subsequent to the meeting the Leader had confirmed that as both Governance and Finance matters rested with the Corporate Resources Portfolio Councillor Ross Henley was the appropriate point of contact regarding the Charter Trustees and/or wider community governance matters.

19. **District wide Local Plan: Local Development Scheme**

Councillor Mike Rigby introduced this item which concerned the Local Development Scheme (LDS) which was required to be prepared to set out the programme for the preparation of the District wide Local Plan and other development plan documents. The three reports related to the Local Plan were on the Agenda of the previous Executive but the Scrutiny comments had not been circulated in a timely manner and this had now been addressed. Executive were informed that the Issues Document would now be brought back separately later on in the year to allow for the consultation period to be longer than the six week minimum and not to take place during school holidays. The comments received on that through the Scrutiny process would still be taken into account and responded to, particularly the strong focus on Climate Change which had been noted. The Governance team provided an overview of the Scrutiny feedback.

During the discussion of this item, Members made comments and asked questions which included:-

- Councillor Mansell highlighted that whilst a motion was lost on carbon neutrality at Scrutiny, this Council and its predecessor had supported this issue before and this needed to be strengthened in the report. He had supplied wording to officers on Low Carbon Energy Use Storage and Generation to include in the Evidence section and there was a need to have that clear link between evidence and policy. He also felt there needed to be a reference to Climate in the Housing section.
- The Portfolio Holder felt that this report was deliberately high level to allow this large piece of work to commence and was not intended to be exhaustive. The Council's decision on Carbon Neutrality would play an intrinsic part of the plans as they were produced. In the evidence base the issue of green infrastructure was felt to cover the topic of Low Carbon Energy.
- Officers confirmed that Section 26 highlighted topics and subject areas which evidence would be required to underpin the Development Plan. Detailed technical work would need to be done to support this on the Climate Emergency and was not felt to be an issue to refer to climate change strategies and studies as part of that.
- The Leader commented that Report templates needed to be updated following the motion passed at June Full Council in relation to considerations this Council would have to take into account when setting policy.

RECOMMENDED to Council that with regard to the production of the District wide Local Plan, they;

- (i) Approve the Local Development Scheme and;
- (ii) In consultation with the Portfolio Holder for Planning and Transport delegated authority is given to the Head of Strategy to agree any necessary final amendments prior to its publication.

20. **District wide Local Plan: New Member Steering Group**

Councillor Mike Rigby introduced this item which concerned the establishment of a Member Steering Group to support the Local Plan Review process. Officers had taken on the feedback they had received regarding the cross party Member Steering Group. The Group size would be increased to nine members and would be split as follows;

- 5 LD
- 2 IND
- 1 CON
- 1 LAB

This better reflected the proportionality of the Council but also was fairer than being strictly proportional which would have disenfranchised Labour.

RESOLVED that with regard to the production of the Review of the District wide Local Plan;

- (i) A cross party working group is set up to support the Review Local Plan.

- (ii) Nine Members are nominated to sit on the new Local Plan Member Steering Group.
- (iii) The Portfolio Holder for Planning and Transport gave a verbal update at the meeting on the nominations to the new Member Steering Group and the proposed proportional split was 5 Liberal Democrats, 2 Independents, 1 Conservative and 1 Labour.
- (iv) The Member LDF Steering Group will run until the District wide Local Plan is adopted by the Council and will meet on average on a quarterly basis. The draft terms of reference are enclosed at Appendix 1.

21. **Statement of Community Involvement (SCI): Draft for Consultation**

Councillor Mike Rigby introduced this item which concerned The Statement of Community Involvement (SCI) and set out how Somerset West and Taunton would involve our community and stakeholders in the preparation, alteration, and review of local planning policy and the consideration of planning applications within the Local Planning Authority area.

RESOLVED that with regard to the production of the Statement of Community Involvement (SCI), Executive;

- (i) Approved the contents of the draft SCI document (enclosed as Appendix 1), and;
- (ii) In consultation with the Portfolio Holder for Planning and Transport delegated authority was given to the Head of Strategy and the Principal Planner Specialist to agree any necessary final amendments prior to its publication for consultation.

22. **Executive Action Plan**

There were no Executive Action Points outstanding from the previous meeting.

23. **Executive Forward Plan**

(Copy of the Executive Forward Plan, circulated with the agenda).

Councillors were reminded that if they had an item they wanted to add to the agenda, that they should send their requests to the Governance Team.

RESOLVED that the Executive Forward Plan be noted.

24. **Access to Information - Exclusion of the Press and Public**

RESOLVED that the press and public be excluded from the meeting for the item numbered 12 on the Agenda as the item contained exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act, 1972, and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

25. **Laxton Road Housing Development**

Councillor Fran Smith introduced this item which concerned the proposed redevelopment of a Somerset West & Taunton garage site containing 16 garages at Laxton Road Taunton, TA1 2XA. The scheme was presented to Council in July 2016 as part of the HRA Business Plan Review. The report had recommended increasing the Social Housing Development Fund (SHDF) budget in order to include further funding for this scheme. The scheme had now come forward for delivery but it had been proposed to part fund the scheme with Right to Buy receipts, therefore a further technical approval was required from Council as set out in the full detail of this report.

Councillor Fran Smith proposed a further amendment to the recommendations as written in the report around providing the properties at a social rent which was seconded by Councillor Rigby. Officers had worked up a table showing the difference in financials that this change offered;

Affordable v Social Comparison Table	Affordable		Social	
	Gross Cost	Cost net of RTB	Gross Cost	Cost net of RTB
60 year NPV £	(68,491)	262,709	(306,692)	24,508
60 year IRR %	-0.26%	1.32%	-1.27%	0.13%
Payback period (years)	30	22	37	28
Year 1 cash flow (minus = Positive) £	(33,353)	(33,353)	(27,376)	(27,376)

Officers confirmed that there was a confidential appendix with this report as it was still a live procurement exercise.

RECOMMENDED that Full Council;

- (i) Approve a supplementary budget set out within the Confidential Appendix within the Housing Revenue Account Capital Programme to deliver the scheme, funded by Right to Buy receipts.
- (ii) Approve that the properties delivered with this scheme are provided at a social rent rather than an affordable rent.

26. **Coal Orchard Development**

Councillor Marcus Kravis introduced this item which concerned the redevelopment of the Coal Orchard area. The proposal to regenerate Coal Orchard was outlined in the Council’s Town Centre Action Plan adopted in 2008, it was further reinforced by Taunton Rethink adopted in 2014, and the high level development strategy was approved by Council on 8 October 2015. All Members had had the opportunity to attend a briefing on this matter on the 2nd July 2019.

RECOMMENDED to Council to approve the recommendations contained as written within the report.

(The Meeting ended at 7.45 pm)

Somerset West and Taunton Council

Executive – 23 July 2019

The provision of further financial contributions to enable Taunton's Park and Ride service to continue until March 2020

This matter is the responsibility of Councillor Mike Rigby

Report Author: James Barrah: Head of Commercial Investment, and Paul Browning: Strategy Specialist

1 Executive Summary / Purpose of the Report

- 1.1 The purpose of this report is to agree further funding contributions for 6 months of £115,000 from Somerset West and Taunton (SWT) for the Park and Ride (P&R) Passenger Transport Service for Taunton. This further funding is to enable the P&R Service to continue until March 2020 and halt the suspension of the service by Somerset County Council (SCC).
- 1.2 Also to approve a budget of £20,000 for anticipated enabling and due diligence work associated with this Council's aim of taking greater ownership / control of the P&R service and sites, to work towards a totally self-sustaining service.
- 1.3 The original decision by Taunton Deane Borough Council (TDBC) in 2018 to make a one off financial contribution to the running of the Taunton P&R Service halted the proposal by Somerset County Council (SCC) to suspend (for an unspecified period) all Taunton P&R services from the autumn of 2018.
- 1.4 There is ongoing media and social media speculation on the future of the Taunton P&R service. The current arrangement is due to end on the 6th September 2019.
- 1.5 This report sets out the reasoning and costs associated with extending the current funding arrangement until March 2020. The total budget of £135,000 will be sourced from New Homes Bonus reserves and Garden Town grant funding.
- 1.6 Over this period, the responsibility for the day-to-day operation of the contract and service to March 2020 will continue to remain with Somerset County Council and the contracted bus operator First.
- 1.7 Since the TDBC decision in September 2018 to make a financial contribution, a number of measures have been implemented to put the Taunton P&R service on a more commercial and sustainable long term footing. As set out in the officer report, further measures need to be explored and implemented over the coming months to ensure that this continues.

2 Recommendations

2.1 Executive to;

- a) Approve a one-off Supplementary Budget increase for the provision of a further £115,000 funding contribution to enable the Taunton Park & Ride Service to continue until March 2020, funded from New Homes Bonus Reserves.
- b) Approve a one-off Supplementary Budget increase of £20,000, funded by Garden Town grant funding, for anticipated enabling and due diligence work associated with exploration of further measures to attempt to secure the long term sustainability of the Park & Ride service and to develop any further proposals for consideration by the Council.

3 Risk Assessment (if appropriate)

Extending current arrangements

Description	Likelihood	Impact	Overall
Somerset County Council, as the Transport Authority for Somerset suspend (ie close) the Taunton Park & Ride Service on or thereafter 6 th September 2019.	2	4	8
Lack of progress with Somerset County Council and bus operator means that Park and Ride Service closes on the end of March 2020.	3	4	12
Unforeseen risks and costs associated with SWT aim of taking greater ownership of the Taunton Park & Ride service and sites.	3	4	12

Likelihood	5	Almost Certain	Low (5)	Medium (10)	High (15)	Very High (20)	Very High (25)
	4	Likely	Low (4)	Medium (8)	Medium (12)	High (16)	Very High (20)
	3	Possible	Low (3)	Low (6)	Medium (9)	Medium (12)	High (15)
	2	Unlikely	Low (2)	Low (4)	Low (6)	Medium (8)	Medium (10)
	1	Rare	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)
			1	2	3	4	5
			Negligible	Minor	Moderate	Major	Catastrophic
Impact							

Likelihood of risk occurring	Indicator	Description (chance of occurrence)
1. Very Unlikely	May occur in exceptional circumstances	< 10%
2. Slight	Is unlikely to, but could occur at some time	10 – 25%
3. Feasible	Fairly likely to occur at same time	25 – 50%
4. Likely	Likely to occur within the next 1-2 years, or occurs occasionally	50 – 75%
5. Very Likely	Regular occurrence (daily / weekly / monthly)	> 75%

4 Background and Full details of the Report

- 4.1 The purpose of this report is to seek agreement of Members for further funding contributions of £115,000 from Somerset West and Taunton Council (SWT) to enable the Taunton Park and Ride (P&R) Service to continue until March 2020 and halt the suspension of the service by Somerset County Council (SCC). Also to approve a budget of £20,000 for anticipated enabling and due diligence work associated with this Council exploring options with partners for securing the long term future of the service in order to potentially grow them more commercially.
- 4.2 The original decision by Taunton Deane Borough Council (TDBC) in September 2018 made a one off financial contribution of up to £170k towards the running costs of the Taunton P&R Service until at least September 2019 (enclosed as Appendix 1). At the time, it was felt that this was the most appropriate approach to take as this halted the proposal by Somerset County Council (SCC) to suspend (for an unspecified period) all Park and Ride services from the autumn of 2018.
- 4.3 There is ongoing media and social media speculation on the future of the Taunton P&R Service. The current arrangement is due to end on the 6th September 2019.
- 4.4 Local government in Somerset operates under a two tier system - county and

- district councils. As such, Somerset County Council are the transport authority. The responsibility for the day-to-day operation of the contract and service currently sits with Somerset County Council and the contracted bus operator.
- 4.5 The current customer offer is based around a “minimum service” (ie Monday to Friday (every 15 minutes) and no Saturday service. The following measures have been implemented to put the Taunton P&R service on a more commercial and sustainable long term footing:
- New Branding, web site and leaflets
<https://www.firstgroup.com/somerset/routes-and-maps/tauntons-park-ride>
 - A greater social media presence
 - Multi ticketing App.
 - Employee scheme as negotiated at Musgrove Park Hospital.
- 4.6 Patronage and revenue are up. The number of people using the services from Gateway and Silk Mills has risen by just under 2% compared to last year.
- Between January 14 and March 10, 2018, a total of 53,383 tickets or passes were issued – an average of 6,673 per week.
 - In the same time period in 2019, the number of passes or tickets issued was 55,075, or 6,884 per week

Where Next?

- 4.7 The current arrangement is due to end on the 6th September 2019. In order to keep within the timescales for de registration with the Traffic Commissioner, SCC need to sign any extension before this deadline. To cease the operation of any registered public bus service, operators should give 70 days’ notice – initially to the Local Authority, and then to the Office of the Traffic Commissioner. The first 28 days of this period are for consultation with the local authority, which has (in effect) commenced for the park and ride service. Buses of Somerset will thus need to give a de-registration notice to the Traffic Commissioner on or around 25th July at the latest in order to cease operation of the service on 6th September (without assurance of an extension prior to this date
- 4.8 SCC continue to emphasise that the decision to cease subsidising the P&R was temporary in nature until finances allowed for reinstatement. However, to date SCC do not say when this “temporary” period will end.
- 4.9 In terms of context of service:
- To avoid public subsidy, park and ride schemes need high levels of patronage. The Taunton P&R is a success. Patronage is increasing and thus income is increasing. However, a commercially viable service also involves offsetting the costs of operation for different size vehicles, the ratio of peak / off peak usage and operator overheads.
 - Local government in Somerset operates under a two tier system - county and district councils. As such, Somerset County Council are the transport authorities and SWT / districts are local planning authorities. Close cooperation is required.
 - Continued support for the P&R strategy is in line with climate change declarations that both Councils have made.

- SWT are not in control of the economics of the Taunton P&R. However, SWT set the charges of public off street parking in town centre car parks which we own which in turn influences usage of the P&R service.
- The Taunton P&R has been an integral part of the Taunton Vision / Garden town status. As set out in the adopted Local Plan, with future sustainable growth planned at Monkton Heathfield and Comeytrowe - park and bus expansion of the public transport network is envisaged. This creates a potential opportunity to create a combined town network for Taunton.
- The P&R service removes unnecessary car movements from town centre. As such is an integral part of retail and business offer and future plans to trial pedestrianisation schemes within the town centre.

Extending current arrangements

- 4.10 This avoids cessation of the Taunton P&R service by SCC on or after 6th September 2019. Extending the current funding arrangement until March 2020 would allow time to implement further actions to increase the number of people using the Taunton P&R service. Those currently proposed / in the offing involve:
- Further bus advertisement.
 - Signage on the M5 Motorway.
 - On Street Branding.
 - Further employee schemes – similar to that negotiated at Musgrove Park Hospital.
 - Further exploration on realising commercial potential of both P&R sites.
 - Implementing an extension to the current contract between SCC and the Bus operator to March 2020.
- 4.11 Extending the current funding arrangement would allow time to:
- Undertake enabling and due diligence work associated with the SWT aim of exploring options with partners for securing the long term future of the service in order to potentially grow them more commercially.
 - Understand the planning consent and covenant restrictions of the sites.
 - Explore with the retail and business community how we can further incentivise greater use of the park and ride sites.
- 4.12 The estimated total cost would be circa £135,000 for the extension of the current terms from 7th September 2019 to 31st March 2020. Should this be agreed, this further financial contribution will be sourced from New Homes Bonus Reserves and Garden Town Grant funding. The responsibility for the day-to-day operation of the contract and service will continue to remain with Somerset County Council and the contracted bus operator.

5 Links to Corporate Aims / Priorities

- 5.1 Officers are in the process of preparing a new Corporate Strategy to replace those previously prepared for Taunton Deane and West Somerset councils. The Taunton P&R Service as a key component in the regeneration plans of Taunton town centre.

6 Finance / Resource Implications

- 6.1 The one-off budget request of £135,000 allows for the continued funding of the Taunton P&R Service for 6 months until the end of March 2020. The proposed funding of this additional spend comprises two recommended sources:

- a) £115,000 utilising New Homes Bonus reserves;
- b) £20,000 utilising Garden Town grant funding.

- 6.2 Using New Homes Bonus as proposed would present an opportunity cost as the resources would therefore not be available for other Council priorities. Through the budget approval process for SWT the Council has agreed to continue with the TDBC commitment of investing £16.6m towards Growth Programme priorities. There is a risk that if NHB receipts do not reach the levels currently forecast then the Council may need to identify alternative resources to fund part of the current Programme, or reprioritise and reduce the current approved budget.

- 6.3 Using Garden Town funding for this purpose fits with the strategic aims of this status, and the funding is available from grant received to date.

- 6.4 Using one-off resources for one-off costs is prudent and does not present a change in financial risks or financial health/resilience of the Council. It is fundamentally a prioritisation for use of existing available resources. It is important however that Members recognise the additional one-off funding covers the period to the end of the current financial year, and no further funding is included in the current Medium Term Financial Plan for future years. Any potential further investment beyond the current year will need to be considered alongside other priorities and reflected in future budget plans to ensure it is both affordable and sustainable.

- 6.5 Other potential funding options not considered appropriate for this proposal are:

- Using general reserves – the S151 Officer advises that general reserves should prudently be maintained at current level to provide cover for SWTs financial risks and resilience to future funding uncertainty.
- Using Business Rates Retention reserves – the S151 Officer advises that current unallocated reserves are set aside to manage risk and volatility. It could be possible to allocate from the projected BRR Pooling

Gain in 2019/20 however this funding is not certain until the end of the financial year therefore any financial commitment would be 'at risk' and a proportion of this funding is being considered for separately reported item.

- Approve a transfer (virement) from an existing budget – this would require a reprioritisation of currently approved spend and is not a preferred option. Early forecasting does not indicate a significant surplus in the current financial year that could be considered for this report.

7 Legal Implications (if any)

- 7.1 The decision relating to this report will enable the commencement of technical work associated with SWT and partners exploring a more sustainable future for the the Taunton Park & Ride Service.
- 7.2 If approved, a new Memorandum of Understanding (MOU) (ie a document describing the broad outline of the agreement) will be drafted between the parties.

8 Environmental Impact Implications (if any)

- 8.1 None at this stage.

9 Safeguarding and/or Community Safety Implications (if any)

- 9.1 None at this stage. None related directly to this report.

10 Equality and Diversity Implications (if any)

- 10.1 None at this stage. As the Transport Authority for Somerset, we look towards SCC to outline and manage the service impact of suspending the Taunton P&R Service and manage potential equalities implication for various sectors of the community (eg the young, elder, those with disabilities and those on low incomes).

11 Social Value Implications (if any)

- 11.1 None at this stage.

12 Partnership Implications (if any)

- 12.1 The recommendations outlined in the agenda item seeks to ensure that Members and the communities that they represent continue to be informed and play an active role on the future in the Taunton P & R Service..

13 Health and Wellbeing Implications (if any)

- 13.1 None at this stage. None related directly to this report.

14 Asset Management Implications (if any)

14.1 None at this stage.

15 Data Protection Implications (if any)

15.1 None at this stage.

16 Consultation Implications (if any)

16.1 None at this stage.

17 Scrutiny Comments / Recommendation(s) (if any)

17.1 Not applicable. Note the process gone through as advised by SWT governance

Democratic Path:

- **Scrutiny – No**
- **Executive – Yes**
- **Full Council – No**

Reporting Frequency: Ad-hoc

List of Appendices

Appendix 1	Original Decision: One off contribution to enable Taunton's P&R service to continue until September 2019.
Appendix 2	

Background papers (links)

None

Note: For sight of individual background papers and more information on the supporting evidence base please contact the report author.

Contact Officers

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Name	Paul Browning: Strategy Specialist
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Appendix 1

Record of Decision taken by Executive Councillor

Decision title: The provision of a one-off financial contribution to enable Taunton's Park and Ride service to continue until September 2019

Executive Councillor making the decision: Councillor John Williams

Author Contact Details: Brendan Cleere

Date of Decision:

Details of decision:

The Leader of the Council (Councillor John Williams) has decided to offer a one-off financial contribution of up to £170k, to enable Taunton's Park and Ride service to continue until at least September 2019.

The decision will stop the proposal by Somerset County Council to suspend (for an unspecified period) all Park and Ride services from this autumn and create a window of opportunity for discussions between the bus operator, Somerset County Council and Taunton Deane Borough Council, to explore and implement (as appropriate) measures to put the service on a commercial and sustainable longer term footing.

The one-off financial contribution will be sourced from available reserves, earmarked for growth and development. Responsibility for the day-to-day operation of the contract and service will remain with Somerset County Council and the bus operator. Members (both at the County and Borough Councils) will be informed and involved as appropriate, as proposals come forward.

Due to the urgent nature of this decision, it is not subject to the Council's call-in procedure.

Reasons for proposed decision:

As set out in the decision above.

Alternative options considered and rejected: None

The below has been completed:	Name(s)	Date
Relevant ward councillor(s) consulted	N/a	
The following are if appropriate / applicable: Yes/No. If yes the implications should be attached to this decision notice.		
Finance implications		

Legal Implications		
Links to corporate aims		
Community Safety Implications		
Environmental Implications		
Equalities impact		
Safeguarding Implications		
Risk management		
Partnership implications		

Any conflicts of interest declared by Leader or Executive Members consulted on the proposed decision. If **Yes** provide confirmation from Chief Executive to grant dispensation for the Leader's / Executive Member's views to be considered.

N/a

Decision Maker

I am aware of the details of this decision(s), considered the reasons, options, representations and consultation responses and give my approval / agreement to its implementation

Signed:



Name: Councillor John Williams

Date: 20 September 2018

Note – This decision record is for decisions taken by Executive Councillors. The decision(s) can be implemented following publication in The Weekly Bulletin and the period for any call-in has expired.

Note: A copy should also be sent to the Democratic Services Unit.

Sandra Clark

HEAD OF LOCALITIES

TAUNTON DEANE & WEST SOM COUNCILS

SEPT. 2018

Somerset West and Taunton Council

Executive – 23 July 2019

Taunton Garden Town Vision

This matter is the responsibility of Executive Councillor Mike Rigby

Report Author: Dan Webb – Strategy Specialist

1 Executive Summary / Purpose of the Report

- 1.1 The document “*Taunton – the Vision for our Garden Town*” is the culmination of many months of work, public and stakeholder engagement, and concludes the important first stage – the agreement of a shared vision for the Garden Town that can guide the actions of the council and many other stakeholders, and can be championed and owned by the whole town.
- 1.2 The document (see **appendix A**) includes:
 - The Vision statement
 - Context – understanding Taunton’s roots and character (townscape, neighbourhoods and landscape)
 - Four themes:
 - ‘Growing our town greener’ – transforming our open spaces and streets
 - ‘Branching out’ – moving cleaning, moving smarter
 - ‘Growing quality places to live’ – town centre, new and existing neighbourhoods
 - ‘New shoots and blossom’ – a dynamic and prosperous community founded on knowledge, culture and business
 - Next steps
- 1.3 This vision framework is just the start of work on Taunton Garden Town (TGT), but will influence all plan-making (eg the emerging Local Plan) and development management decisions (such as more detailed design guidance emerging through a new Urban Development Framework and Design Guide).
- 1.4 There are no prescriptive guidelines set out by central Government, and each place is expected to be different and determine what the Garden Town status might mean based on local circumstances and characteristics. This document therefore begins to explore and articulate the types of physical change and improvements Taunton might look forward to. The particular themes extending from the vision identify tangible opportunities and challenges that need to be grasped or overcome.
- 1.5 Formal adoption of this vision will enable the next stage to progress – the development of a Delivery Plan that will provide detail to the individual strategies, projects and activities which will deliver the vision

2. Recommendations

2.1 The Executive resolves to:

- a) Recommend that Full Council formally adopts the Taunton Garden Town Vision document as Council policy, from which a detailed Delivery Plan can be subsequently developed.
- b) Authorise the Head of Strategy to make any necessary editorial corrections and minor amendments to the document, and to agree the final publication style.

3. Risk Assessment (if appropriate)

Risk Matrix

Description	Likelihood	Impact	Overall
Failure to adopt the Vision document may delay the development and progress of the Garden Town Delivery Plan. As a result this could have a detrimental impact on Taunton's reputation and status as part of the Government's Garden Town programme	2	4	8
<i>The mitigation for this is to accept the proposed recommendation as set out in the report</i>	1	4	4

Risk Scoring Matrix

Likelihood	5	Almost Certain	Low (5)	Medium (10)	High (15)	Very High (20)	Very High (25)
	4	Likely	Low (4)	Medium (8)	Medium (12)	High (16)	Very High (20)
	3	Possible	Low (3)	Low (6)	Medium (9)	Medium (12)	High (15)
	2	Unlikely	Low (2)	Low (4)	Low (6)	Medium (8)	Medium (10)
	1	Rare	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)
			1	2	3	4	5
			Negligible	Minor	Moderate	Major	Catastrophic
			Impact				

Likelihood of risk occurring	Indicator	Description (chance of occurrence)
1. Very Unlikely	May occur in exceptional circumstances	< 10%
2. Slight	Is unlikely to, but could occur at some time	10 – 25%
3. Feasible	Fairly likely to occur at same time	25 – 50%
4. Likely	Likely to occur within the next 1-2 years, or occurs occasionally	50 – 75%
5. Very Likely	Regular occurrence (daily / weekly / monthly)	> 75%

4. Background and full details of the Report

4.1 Designation as a Garden Town

Taunton was designated as a 'Garden Town' in early 2017 following a submission to Government. This submission reflected the Council's commitment to transformational housing growth centred around a number of new garden communities and a regenerated town centre supported by essential infrastructure and an enhanced network of green infrastructure. The town is undergoing significant change with key developments like Monkton Heathfield, Staplegrove new community, Comeytrove/Trull/SW Taunton new community, Firepool and plans for the Nexus 25 strategic employment site either underway or at various stages of the planning process.

4.2 Activity and process to date (2017 – 2019)

a) Since the designation of the Garden Town in January 2017 the Vision document has been developed as a result of considerable input and involvement from key stakeholders and partners, Council Officers and other external specialists, and the community:

- **Spring 2017 – Autumn 2018** HYAS Planning consultancy commissioned to:
 - Provide advice on the emerging refreshed vision for the TGT in order for it to best reflect Taunton's GT status
 - Provide advice on whether the current governance arrangements are bringing together the right people and organisations in order to deliver the vision and advice on any amendments required to ensure a co-ordinated approach to delivery'
 - Provide advice on whether the current governance arrangements are bringing together the ght people and organisations in order to deliver the vision and advice on any amendments required to ensure a co-ordinated approach to delivery
 - Look at what the Council might do to maximise the opportunities for future funding aligned to Garden Town status
- **May 2017** – a workshop was held with representatives of 3 key Government departments:
 - Homes & Communities Agency (HCA);
 - Dept of Communities & Local Govt (DCLG);
 - Dept for Business, Energy & Industrial Strategy (BEIS)
- **Summer 2017** - Garden Town public exhibitions / 'listening events': a series of exhibitions held in the town centre over the in which views were invited on the Garden Town and latest plans and proposals for the future were shared.
- **Summer 2017 – Autumn 2018** - Targeted workshops: meetings with Council Officers and many local community interest groups and other key stakeholders including:
 - Taunton Strategic Advisory Board (which also formed a small Garden Town sub-group led by SCC Cllr Rod Williams)
 - TDBC Garden Town Programme Board
 - TDBC Growth Steering Group
 - Somerset Wildlife Trust – Garden Town seminar (October 2017)
- **Autumn – Winter 2017** – The TDBC Planning Policy team drafted a Garden Town Plan Framework document including proposed themes and a detailed 'SWOT' analysis (Strengths, Weaknesses, Opportunities, Threats)

- **March 2018** - Taunton Garden Town Visioning Event: a large workshop (facilitated by consultants 'Planning for Real') for approximately 80 delegates, comprising key stakeholders and local community interest groups where ideas around the draft vision, guiding principles and important projects were shared.
- **Autumn – Winter 2018/19** – following recruitment to the new SWT Council structure, a new TGT Project team was formed led by the Head of Strategy, and includes Officers from the Strategy team, and Place-making Specialist. Consultants working on the Council's Design Guide were also commissioned in January 2019 to work on the final stage of the creation of a TGT Vision document, using all the evidence and work previously undertaken (as outlined above). The team of consultants (Architects & Urban Designers) includes:
 - Mark Pearson (Architecture Centre Devon & Cornwall)
 - Richard Guise (Context 4D)
 - David Orr Consulting
- **March – May 2019 - Public and stakeholder engagement on the draft Vision document:** The Council ran a public and stakeholder engagement process throughout March and April 2019, which included a campaign to raise awareness of the draft TGT Vision document and an opportunity for comments to be submitted using a survey or in more detail in writing to the Council's Strategy team. Key stakeholders were contacted directly, and a communications plan was implemented including press releases, social media, and staffed public exhibition stands were based in Taunton town centre (Orchard Centre) throughout a two week period.

A summary of the consultation / engagement findings and responses is found in **Appendices B, C and D.**

4.2.2 Since the designation, a number of important pieces of work have been completed including a Green Infrastructure Strategy and a Retail/Leisure and Employment Study which identifies new floorspace requirements for the town (and indeed for the wider area) while other studies and strategies are underway.

4.3 **The Vision document** (see appendix A)

a) The document "*Taunton – the vision for our Garden Town*" is the culmination of many months of work, public and stakeholder engagement, and concludes the important first stage – the agreement of a shared vision for the Garden Town that can guide the actions of the council and many other stakeholders, and can be championed and owned by the whole town. The Garden Town designation is now more than 2 years old and during this time many individuals, communities and stakeholders have asked us two questions: 'what does Taunton being a Garden Town mean?' and 'what is our vision for the Garden Town?'. The Vision document seeks to answer these fundamental questions and give us a platform for the more detailed work in the form of reviews to the local plan and detailed design guidance that will need to sit underneath it.

b) The document includes:

- The Vision statement
- Context – to articulate Taunton's roots and character (townscape, neighbourhoods and landscape)
- Four themes (described with some brief narrative, and diagrams / illustrations / maps) that outline :
 - some key current issues, challenges and opportunities

- key principles
- some key ideas, concepts and proposed projects & initiatives
- Strategies / policies and Delivery documents that align to and inform the vision and themes (some of which are already adopted, and others that are under development)
- Some key measures of success
- The four themes are:
 - 'Growing our town greener' – transforming our open spaces and streets
 - 'Branching out' – moving cleaning, moving smarter
 - 'Growing quality places to live' – town centre, new and existing neighbourhoods
 - 'New shoots and blossom' – a dynamic and prosperous community founded on knowledge, culture and business

4.3.3 It is understood that by its very nature, this vision impacts everyone in the Taunton area, and there are many different perspectives on the range of issues, and those that should be considered as the highest priority. The objective is to keep the Vision document as concise as possible, whilst articulating a strong and meaningful vision together with some tangible and deliverable ideas. A fine balance must be therefore made to include of all key issues and relating themes, principles, actions to address these, whilst avoiding a document that is too long. Greater detail was always intended to follow on from the vision in the next stage – the Delivery Plan, which will predominantly be made available as 'live' and iterative information on a new TGT website / on-line platform from summer 2019.

4.4 Next steps

- **Delivery plan** – following on from this Vision document is a delivery plan, which will help explain how the strategic ambitions will be delivered. It will set out the necessary governance, partners, funding, and a programme of projects and initiatives to implement the ideas within this vision.
- **A stakeholder engagement and community participation plan** – this will be developed and implemented to ensure the council and its partners work together to develop and refine its plans, achieve strong 'buy in', and keep the on-going TGT 'conversation' alive. A new Garden Town website and on-line portal will be developed and launched asap this Autumn for communications / engagement and consultation, and will ensure information is presented in an open and accessible way. A new post is being created to support Garden Town Communications and Engagement activity, and is currently in the process of being recruited. This post will develop and implement innovative ways to inform and engage with the community.
- **Design Guide, Garden Town Charter and Design Checklist** – following on from this Vision document is a Design Guide, Garden Town Charter and Design Checklist. The Design Guide will illustrate the Council's aims and requirements regarding the quality of design expected and indicates how these aims can be achieved. The purpose of the guide will be to encourage developers and designers to be creative and responsive in the achievement of the Taunton Garden Town Vision. It is intended that the Design Guide will be a Supplementary Planning Document. In the interim a Garden Town Charter and Design Checklist will be produced to provide an agenda for discussions between applicants and planning officers for assessment of major development

proposals which are coming forward ahead of the Design Guide. It is intended that the Garden Town Charter and Design Checklist will be technical guidance for development control purposes by the council.

5. Links to Corporate Aims / Priorities

- 5.1 Officers are in the process of preparing a new Corporate Strategy to replace those previously prepared for Taunton Deane and West Somerset.
- 5.2 A review of the District wide Local Plan has also commenced, and the TGT Vision will influence this important document which in turn will help articulate and translate the Council's emerging strategic objectives into planning policy.

6. Finance / Resource Implications

- 6.1 An Earmarked Reserve for 'Garden Town' work has been established following receipt of external Government funding through its Garden Town Capacity Fund. This funding provides budgets for ongoing work on the Garden Town programme, such as:
- Masterplanning alongside detailed design and delivery work, to inform the updated Taunton Garden Town Plan
 - Specialist support/officer roles to inform/assist a Garden Town Delivery Team eg urban design, community engagement, expertise/assistance with legal, acquisition, financing and land assembly issues. This support will also need to explore and outline the options for ensuring long term stewardship of the Taunton Garden Town programme.

7. Legal Implications

- 7.1 None at this stage

8. Environmental Impact Implications

- 8.1 Although there are no direct implications arising from this report, the Garden Town Vision, its themes, principles and subsequent Delivery Plan are intended to have a positive influence on the environment. The Council's aim to make Somerset West & Taunton carbon neutral by 2030 also underpins the Garden Town Vision and themes within the document, and will influence projects and initiatives as these are developed and rolled out.

9. Safeguarding and/or Community Safety Implications

- 9.1 Although there are no direct implications arising from this report, the Garden Town Vision and subsequent Delivery Plan is intended to have a positive influence on the quality of life for the community.

10. Equality and Diversity Implications

- 10.1 None at this stage, however as projects and initiatives are developed and implemented, full consideration to Equality and Diversity impact will be given at that time.

11. Social Value Implications

- 11.1 The Garden Town Vision and subsequent Delivery Plan is intended to have a positive

influence on the quality of life, resulting in economic, social value and environmental benefits for the community.

12. Partnership Implications

12.1 A wide range of key stakeholders and partners have been consulted during the development of the Garden Town Vision (as referred to within the report), and on-going effective partnership working will be essential as the delivery plan is developed and implemented.

13. Health and Wellbeing Implications

13.1 The Garden Town Vision and subsequent Delivery Plan is intended to have a positive influence on the quality of life, resulting in health and wellbeing benefits for the community.

14. Asset Management Implications

14.1 None at this stage, however the Council will consider opportunities for use of its assets to contribute to the delivery and promotion of the Garden Town Vision.

15 Data Protection Implications

15.1 None at this stage.

16 Consultation Implications

16.1 Extensive public consultation and stakeholder engagement activity has been undertaken during the development the Garden Town Vision document – this is described in the report.

17 Scrutiny Comments / Recommendation(s)

Not applicable (however Member briefing sessions were held 24 January and 2 July 2019)

Democratic Path:

- **Scrutiny / Corporate Governance or Audit Committees – No**
(NB - Member briefing sessions held 2 July 2019 and 24 January 2019)
- **Cabinet/Executive – Yes**
- **Full Council – Yes**

Reporting Frequency: Once only Ad-hoc Quarterly
 Twice-yearly Annually

List of Appendices (delete if not applicable)

Appendix A	The Vision document
Appendix B	Consultation summary
Appendix C	Consultation questionnaire
Appendix D	Summary of feedback – stakeholder organisations

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JULY 2019

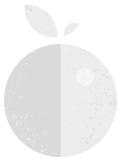
TAUNTON

THE VISION FOR OUR GARDEN TOWN



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Taunton – The Vision for Our Garden Town

Foreword

Garden Town status for Taunton represents a once in a generation opportunity to improve the lives of our community.

The Council has recently declared a climate emergency and we are passionate about making Somerset West and Taunton carbon neutral by 2030. This aim underpins the vision and themes in this document, and will influence projects and initiatives as these are developed and rolled out.

Our plan is about much more than just accommodating new housing in the Town. We want to up the quality of new development, strengthen the connections between town and country through a network of green spaces, deliver a more prosperous Taunton and improve connectivity.

New Garden Communities at Monkton Heathfield, Nerrols Farm, Staplegrove and Comeytrove/Trull will accommodate much of the Town's planned expansion but we also wish to see a regenerated town centre with a greater emphasis on town centre living and its role as the cultural 'heart' to provide an improved experience for residents, businesses, and visitors.

We aren't working to any prescribed guidelines from Government, so we are free to shape a Garden Town based on our own priorities, local circumstances and characteristics. The consultation draft of this document received strong support and this gives us confidence that the aims are widely shared. We believe the Garden Town's enduring legacy will be a higher quality natural and built environment, supporting healthier and happier places.

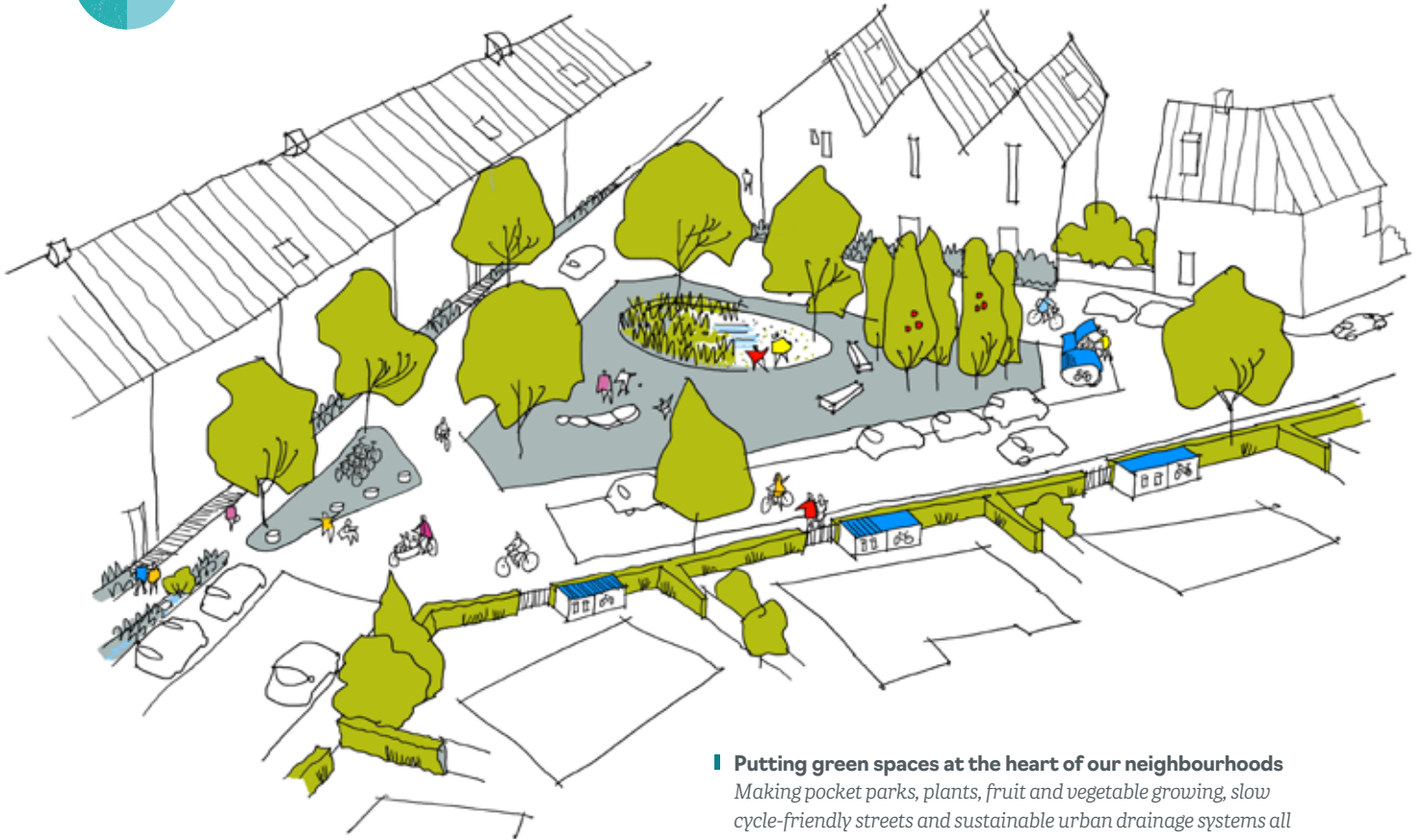
Turning the long term vision and ideas set out in this document into reality will require on-going engagement with our partners and the wider community and their buy-in and support in delivering projects and activities. We will prepare a Delivery Plan to set out in more detail how we will make this happen.



Councillor Federica Smith-Roberts
July 2019



Introduction



Putting green spaces at the heart of our neighbourhoods

Making pocket parks, plants, fruit and vegetable growing, slow cycle-friendly streets and sustainable urban drainage systems all become foundational our way of life.

Taunton was designated as a Garden Town in early 2017 following a submission to Government. This submission reflected the Council's commitment to deliver significant new housing growth focused on a number of new garden communities as well as a regenerated town centre. We recognised the need to deliver a step change in the quality of new development and to ensure it was accompanied by essential infrastructure.

Since the designation we have completed a number of important pieces of work including a new Green Infrastructure Strategy, Retail Leisure and Employment Strategy and have prepared bids for Government funding to provide some of the essential infrastructure required to unlock development. A Local Development Order for our new Strategic Employment Site Nexus 25 has been adopted and important projects such as Norton Hillfort and the Monkton Heathfield Country Park have also got underway.

Following on from this Vision document is a Delivery Plan, which will help explain how we deliver on our strategic ambitions. It will set out the necessary

governance, partners, funding, and a programme of projects and initiatives to implement the ideas set out within this Vision. It will also establish the mechanisms by which the progress and success of the Garden Town can be measured. Some examples of measures are suggested in this document (for example air quality, tree coverage, trips made by walking & cycling) - these will be further developed and refined with partners then used to monitor the tangible improvements that we expect will enhance the quality of life for the whole of Taunton.

The Delivery Plan will be a platform where you can find out more about the range of projects that we are committed to delivering, we will look to present this information in an open, accessible way, using the latest technology.

Over-arching Measures of Success

- Taunton will be carbon neutral and climate resilient by 2030.
- The community agrees that Taunton is a fantastic place to live.



Our Vision

“Taunton, the County Town of Somerset will be flourishing, distinctive, and healthy – and the country’s benchmark Garden Town. We will be proud to live and work in a place where the outstanding natural environment, diverse and thriving economy and inspiring cultural offer, contribute to an exceptional quality of life and well-being”.

Our Themes are the seeds for making this Vision happen. They will provide improved opportunity and enhanced quality of life for everyone:



Grow our town greener – transforming our open spaces and streets

Quality of our Environment: give our town a green makeover, joining up our green spaces, waterways, parks and play spaces, planting more street trees and woodlands and managing our water more imaginatively with wetlands and rain gardens to improve it for recreation, tourism and wildlife.



Branching out – moving cleaner, moving smarter

Quality of our Movement: we will integrate our transport network so that it serves Taunton with much improved bus and appropriate vehicle links to our main destinations and make much better prioritised provision for walkers and cyclists encouraging healthier and more sustainable journey choices as attractive alternatives to travelling by car.



Growing quality places to live – town centre, new and existing neighbourhoods

Quality of our places and neighbourhoods: we will deliver an outstanding built environment focused on places and spaces with high quality neighbourhoods, green streets and public spaces and with homes and buildings that are distinctly local in appearance. Our houses, offices, employment areas, public services and road infrastructure will embrace innovation, will be energy efficient and will exploit the latest sustainable technologies.



New shoots and blossom – a dynamic and prosperous community founded on knowledge, culture and business

Quality of opportunity: we will responsibly nourish partnership, prosperity and growth in social value, through our strengths in knowledge, education, culture and business. We will germinate and grow sustainable arts and cultural venues as hubs that foster excellence in the region. We will pursue low carbon and digital infrastructure to make a town that connects businesses and markets well, drawing on our University Centre and growth industries in digital, land, marine informatics, health and nuclear.



Understanding Our Roots

If we want to grow the Garden Town from the roots and character of Taunton, then we need to know its story. Taunton has an enviable human scale, with a direct relationship to its waterways and its landscape setting. It is a town of definable neighbourhoods and a vibrant town centre with a rich heritage and distinctive skyline; all aspects providing clues to guide decisions which will define the character of our Garden Town into the future.”

1. Saxon Origins

- Town founded on slightly higher ground within river valley.
- Site was the centre of the Bishop of Winchester’s manor.
- The location was a convenient river crossing point.
- A ditch, bank and fort defended the settlement.
- Market place set at the junction of routes into the town.

2. Medieval Planning

- Bridge built and water mill with its mill stream established.
- The castle is enlarged: it constrains growth to the west.
- Regular ‘burgage plots’ for merchants are laid out around the market place and streets.
- Augustinian Priory NE of the town walls, constraining growth.
- Bishop establishes a fishery (Vivarium), south of High Street.
- Suburbs grow beyond the gates, along routes to the east and north.

3. Georgian Improvements

- Taunton grows new areas, following the earlier closure of the Priory and loss of the walls.
- Hammet Street and Church Square frame St Mary’s tower and link to the Parade.
- Imposing Market House becomes focus of the Parade.
- Castle is remodelled and many older buildings are re-fronted in the Georgian style.
- Elegant Crescent built, facing out beyond the former western boundary.
- Large houses built outside the town for wealthy landowners.

4. Victorian Expansion

- Canal and (later) railway greatly increase trading links.
- Industries line the river, (sawmills, tannery, breweries, gasworks, cattle market).
- Shirt and collar manufacture become main industries.
- Terraced housing for workers spring up to the E and N.
- Middle class villas / terraces located to the W, away from industries.
- Infrastructure of the County Town established, (Shire Hall and Courts, Hospital, Workhouse, three public schools, Cricket Ground, Vivary Park, police station, the garrison at Jellalabad Barracks and military prison).



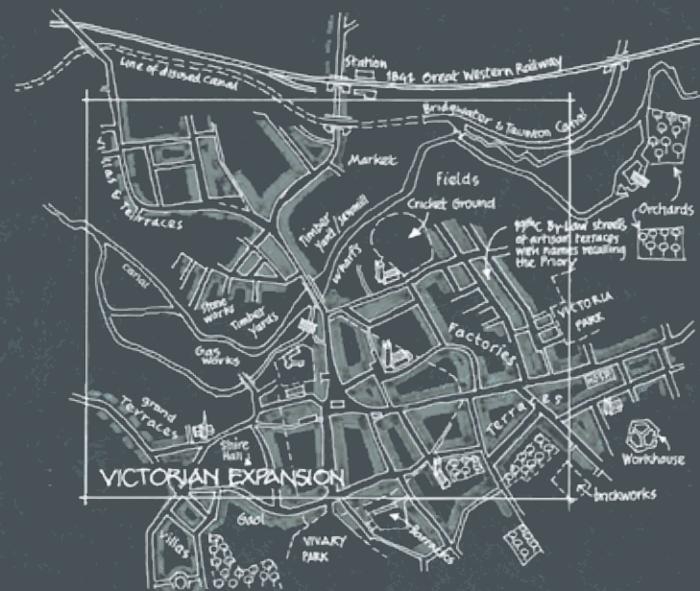
SAXON ORIGINS



MEDIEVAL PLANNING



GEORGIAN IMPROVEMENTS



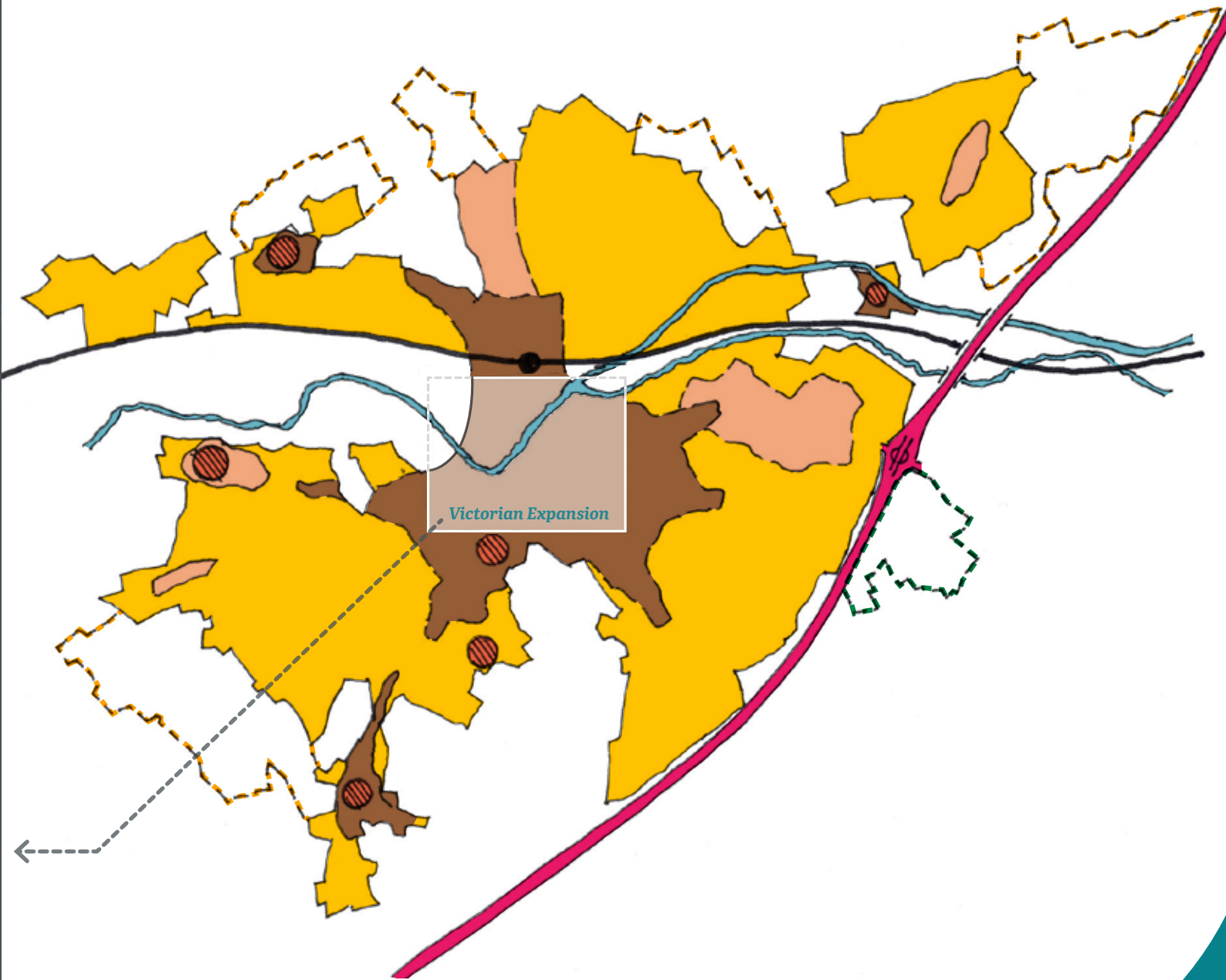
VICTORIAN EXPANSION

5. Taunton Now

The County Town has today become an attractive place to live, work and visit due to its pleasant setting, its market town scale, culture and lifestyle, good schools and colleges, ease of access, and employment opportunities in modern, mainly service-based industries. Residential areas added in the late 20th century are suburban in character and overwhelmingly low to medium density, of two to three storeys and based on accessibility by car. Similarly, employment areas, other than local government, are mainly located in zones beyond the centre, in spacious and low-rise development. The towers and spires of the churches, the river and canal and the historic core of the centre and villages contribute to Taunton's distinctiveness and sense of continuity.

Key

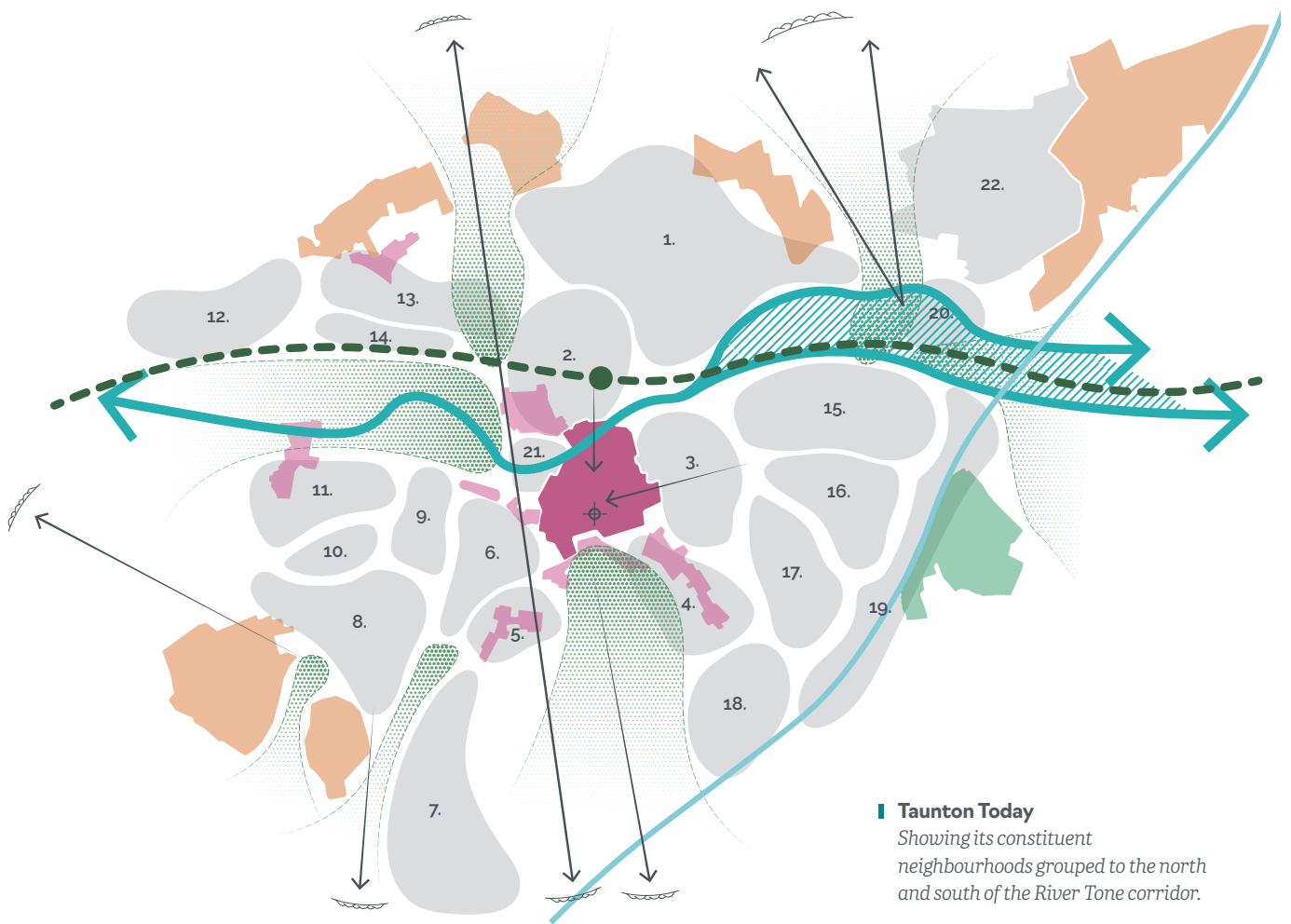
- 1. Area covered by 'Victorian Expansion' Map
- 2. Historic core of settlements absorbed by the expansion of Taunton
- 3. Victorian expansion beyond the town centre
- 4. Inter-war expansion
- 5. Post-war expansion
- 6. Planned residential areas
- 7. Planned strategic employment site





Taunton; A Town of Neighbourhoods

The health and vitality of a settlement is determined by the strength of its component parts – a successful town is made from successful neighbourhoods, positively related by the movement network that exists between them – whilst, elsewhere, the development pattern may be broken apart by green wedges that bring the country into the heart of the place.



Taunton Today
Showing its constituent neighbourhoods grouped to the north and south of the River Tone corridor.

Key

- | | | | |
|---|--|------------------------------------|--------------------------------------|
| 1. Priorswood | 10. Galmington commercial core (temporary title) | 19. Town edge (Blackbrook Ind Est) | Conservation Areas |
| 2. Rowbarton | 11. Bishops Hull/Silk Mills Road | 20. Bathpool | Strategic Employment Site (Nexus 25) |
| 3. Lambrook – eastern Victorian/Edwardian expansion of core | 12. Norton Fitzwarren | 21. French Weir | → Views to town landmarks |
| 4. South Road | 13. Staplegrove / Staplegrove Road | 22. Monkton Heathfield | → Views to surrounding hills |
| 5. Haines Hill (Victorian Villas) | 14. Bindon Road commercial core | → River / Canal | ⊕ Landmark (St Mary's) |
| 6. Wilton | 15. Deane Gate | Waterway Corridor | --- Railway |
| 7. Trull Road (Ridgeway) | 16. Blackbrook | Green Valleys / Fingers | ● Railway Station |
| 8. Galmington | 17. Holway | New Neighbourhoods | — M5 |
| 9. Musgrove Hospital | 18. Mountfields | Town Centre | |

Taunton, a town...

...of quiet waterways, urban & rural, with well-used bankside footpaths.



■ *Movement and water are natural partners, promoting active travel and recreational exercise.*

...where the surrounding hills make their presence felt through many a vista.



■ *Glimpsed reminders of the landscape setting are never far away, and available in the very heart of the town centre.*

...of intimate footpaths and spaces.



■ *The scale and arrangement of places can promote social interaction and arcades provide sheltered 'micro-climates.'*

...which is legible, thanks to familiar landmarks.



■ *Taunton's church towers are a memorable feature, also providing dramatic contrast of scale within the townscape.*

...of characterful, distinctive areas.



■ *Coherent historic layouts create and frame urban views, whilst elegant buildings preside confidently over the space that surround them.*

...of distinctive housing areas and terraces.



■ *Architectural elegance and finesse draws upon order and proportion and formal arrangements of buildings create a strong urban presence.*

...with a palette of distinctive local materials.



■ *Mellow tones and hues successfully combine in careful compositions, whilst strong material contrast also works when handled with delicacy.*

■ *Locally sourced materials include soft-textured stone and brick, whilst standard paving types, when used to good effect, also become a local feature.*



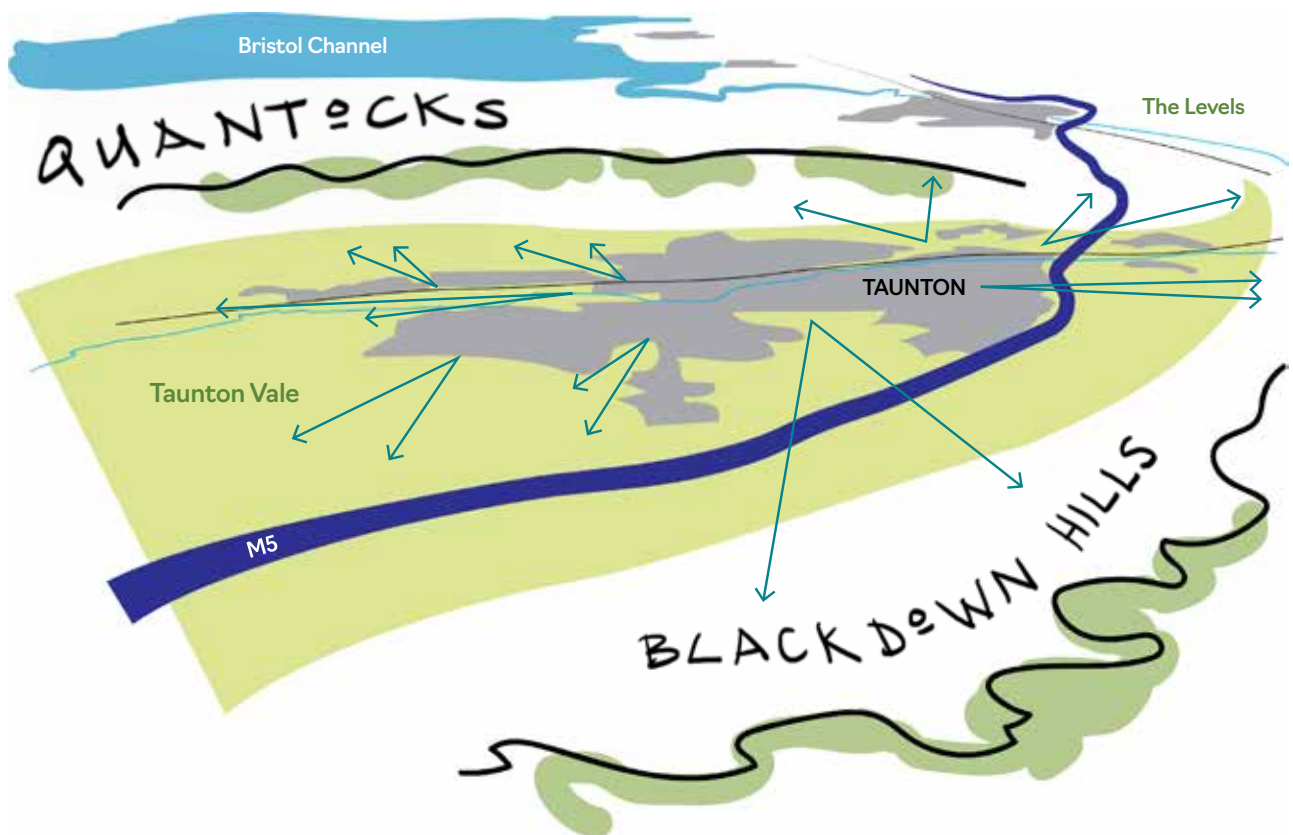
Our Landscape Roots

Drawing on our unique landscape setting

Our town enjoys the enormous privilege of straddling the River Tone as it passes through the Vale between the Quantocks and the Blackdown Hills on its way to the Somerset Levels and moors. The gentle topography, the network of streams and wetlands, the rich agricultural hinterland of pastures and orchards, wetlands and woods and our legacy of landscape features around the town such as our canal connecting to Bridgewater, Norton Hillfort, Hestercombe House and Poundisford deer park, all contribute to our unique character. Within the town the rivers and streams, church towers, remnant farms, castle, barracks, large houses and parks such as Vivary Park, all contribute trees, boundaries, local materials and architectural features that we take for granted but which makes our town Taunton and nowhere else.

Landscape within every strategy

As we grapple with climate change, flood waters and more sustainable living and transport, we will ensure the agronomic and waterside character of our town is maintained and enhanced. We will develop our green infrastructure for greening and growing, our development for homes, business and culture, and our movement routes for walking and cycling out of this appreciation. Views to our countryside, access to our streams and river and green space, resilience of our urban areas to flood and water runoff, opening up our streams and vegetating of our streets and public spaces for shade, amenity and wildlife, will all be at the root of our strategies.



Our landscape setting

The root of our local identity is in our landscape, appreciated by our forebears and since developed and sometimes abused. As we grow our Garden Town, we will maintain and enhance our connections to this rich and fertile landscape of orchards, leazes and wetlands.





Growing Our Town Greener

A Green Makeover

Current Issues, Challenges & Opportunities

- Few street trees /planting – lack of integration between built and natural environment.
- Air quality needs to be improved, biodiversity promoted and climate resilience strengthened
- Poor connectivity to waterways / river.
- Limited access to local greenspace and food-growing opportunities.
- Need to reduce our environmental and climate impacts - becoming Planet Positive
- Our green infrastructure will include connected green spaces, absorbing stormwater and making space for nature.

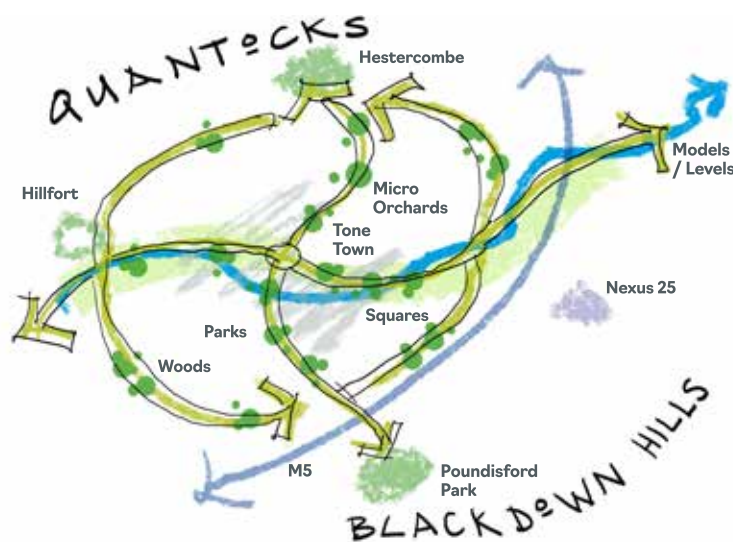
Link up our watersides

We will re-establish connections to our landscape by making the most of our rivers, canal, streams and watercourses and their landscapes. Our town was established where it is because of the Tone and its tributaries and together with our canal connects us to our surrounding countryside. We will celebrate our streams and rivers in new communities and where we regenerate existing places. We will create and recreate the rich riparian landscapes they naturally encourage, whether wetlands, withy beds, wildflower meadows and marshes, affirming them as the backbone of our town's landscape.

Connect Our Key Destinations

Wildlife and people thrive where green spaces and natural habitats are well connected. Our strategy will ensure

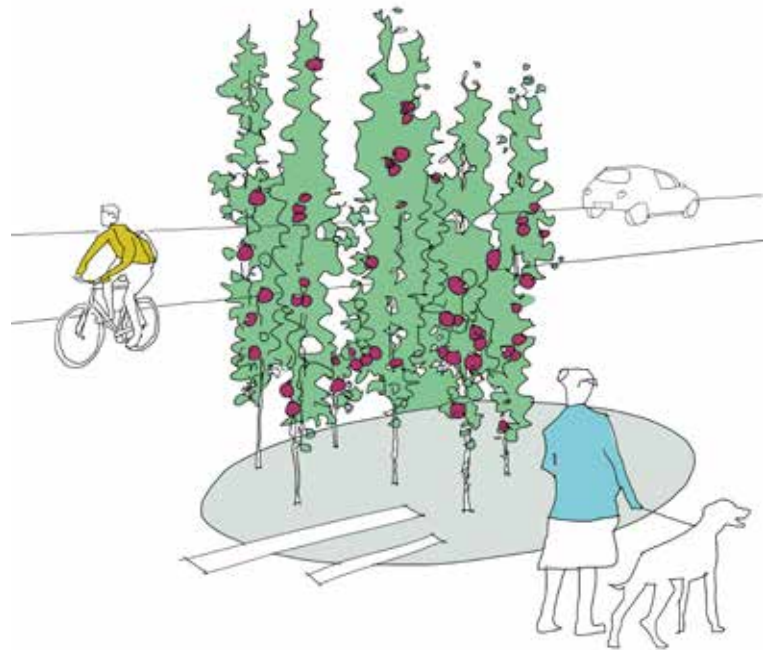
new development, regeneration, traffic improvements and other works, will no longer sever our green corridors and walking and cycling paths, but will link them together so that they form a joined-up network, easy and convenient to use, a pleasure to look at and rich in wildlife. Our town has excellent existing destinations that lie both within the town like Vivary Park and Longrun Meadow or the Bridgwater and Taunton Canal. Around our town we have great places like Hestercombe, Norton Hillfort and Poundisford Park, and the Quantock and Blackdown Hills. Our town will gain new ones as the town grows too, like the new employment centre at Nexus 25 with its generous green spaces. We will ensure our movement and green infrastructure policies all work together so that they provide simultaneous benefits.



Our green infrastructure strategy - with strategic links

We will connect our green spaces and walks along corridors that reflect the watercourses, public rights of way, historic landscape destinations and proposed developments. A hub and spoke pattern will provide a rich and diverse landscape experience and linked wildlife corridors.

Our green infrastructure will include the themes of connected greening, rain gardens, wetlands and orchards



Grow a garden grid

The Garden Grid is the network of natural and green spaces, rivers and streets that intersperse and connect our communities. Ours will connect the town's parks and open spaces with the Tone riverside and the wider Somerset countryside, using green corridors to provide safe and attractive walking and cycling networks. Green spaces and vegetation provide multiple benefits including passive cooling of our urban spaces, improving mental health, making an area attractive to investors and adding value to homes.

Seeding 'Country Parks'

New major parks, and other linear greenspace will provide quality open spaces exemplifying the beauty of Taunton's diverse landscapes, and support the town's recreational and wildlife programmes, with an outdoor events' calendar and recreational facilities, woodlands, wetlands and walking routes.

Sow active landscapes

The design of Taunton's streets, public spaces, parks, open spaces and waterscapes should include opportunities to promote physical activity, play and socialising, to foster healthy and communal lifestyles.

Germinate a rich network of green spaces

We will endow the town with a rich set of green spaces and greener streets. Using planting of street trees, establishing mini-orchards and rain gardens, we will diversify our townscape, enrich our landscape and re-connect our urban life to our meadows, streams, orchards, woods and vale.

Cultivate Productive landscapes

Somerset's iconic identity as a 'County of Orchards' should be reflected in the planning of the town's green network. Opportunities will be considered across the Garden Grid to support local community ambitions to grow all kinds of food locally.

Cultivate productive and edible landscapes

Using new opportunities and heritage local varieties for micro orchards in public spaces. Connect people to wildlife, pollinators and local produce



Distinctives of Taunton's landscapes

We will encourage and promote the rich diversity of local landscape back into our Garden Town



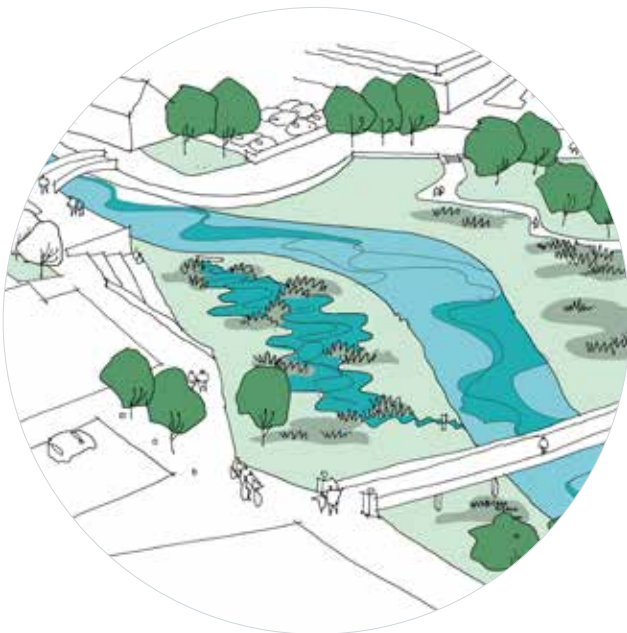
Locate 'Pocket Parks' on your doorstep

A design framework for local parks will promote opportunities for the local community to socialise, play, grow food, and support the localised management of stormwater and local ecosystems.



Punctuating routes with green features

We will add to these green links both small street side events like copses of street trees or rain gardens, and new green facilities like pocket parks or 'wassail' gardens with clumps of Somerset apple trees, where new neighbourhoods are formed. We will look for opportunities to enhance existing spaces and watersides along the linking corridors with new habitats and planting so that a variety of landscapes emerge along them.



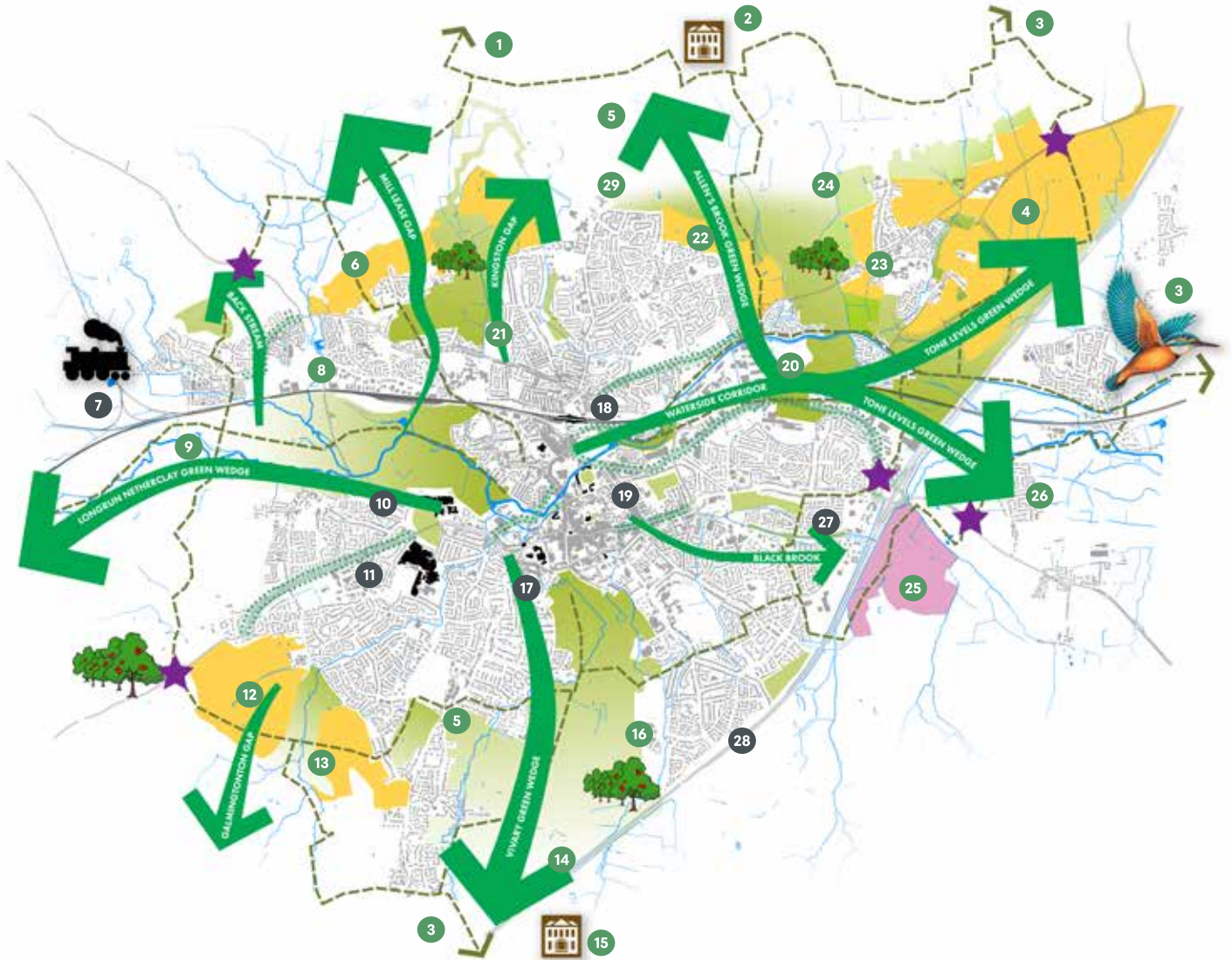
Make more of managing our water

The design of each new neighbourhood, its streets, parks and buildings should consider how water can be managed intelligently to minimise flooding, facilitate irrigation, and promote habitats resilient to flooding and climate change.

We will diversify our townscape, enrich our landscape and re-connect our urban life to our meadows, streams, orchards, woods and vale.

Our Green Infrastructure strategy will be upgraded to support our Garden Town Vision:

The strategy will strengthen our green corridors and our Green Wedges; develop our waterways as part of our natural green and blue asset network; enhance our connections for quick and quiet walking and cycling routes within and around our town. We will enhance our existing landscapes for wildlife and water management.



Key

- | | | |
|----------------------------|----------------------------------|-----------------------------------|
| 1. West Deane Way | 15. Poundisford Park | 29. Kingston Gap |
| 2. Hestercombe House | 16. Vivary Park | Development Opportunities |
| 3. East Deane Way | 17. Shire Hall | Urban Areas |
| 4. Monkton Heathfield | 18. Railway Station | Green Wedges and Corridors |
| 5. Tone Trail | 19. Somerset County Cricket Club | Avenue Project |
| 6. Staplegrove | 20. Waterside | Traffic Controlled Trail Crossing |
| 7. West Somerset Railway | 21. Mill Lease Gap | Green Wedge Links |
| 8. Back Stream | 22. Nerrols | Trails |
| 9. French Weir Green Wedge | 23. Maidenbrook Country Park | |
| 10. University Centre | 24. Allen's Brook Green Wedge | |
| 11. Musgrove Park Hospital | 25. Nexus 25 | |
| 12. Comeytrowe | 26. Tone Levels Green Wedge | |
| 13. Galmington Wedge | 27. Black Brook | |
| 14. Vivary Green Wedge | 28. M5 | |

Theme 1: Growing our Town Greener

A Green Makeover

Key Ideas

- Promote a scheme to residents to plant apple trees in every garden.
- Promote and encourage individuals, communities and partner organisations to collaborate broadly, empowering them to take initiatives and share in the long-term stewardship of green assets.
- Connect up our green corridors through our parks, along our watersides, across our streets and public spaces with planting, paths and good crossings.
- Co-create wetlands, rain gardens and withy beds in our green spaces to improve our water management.
- Restore and enhance neglected green spaces – improve access and biodiversity

Existing & New Policy

- Taunton Deane Green Infrastructure Strategy, 2009
- Taunton Deane Green Infrastructure Opportunities Update, 2017
- Taunton Deane Strategic Flood Risk Assessment, Somerset County Council, 2011
- Taunton Surface Water Management Plan, Somerset County Council, 2013
- Project Sponge 2020, Somerset County Council, Somerset Rivers Authority, West Country Rivers Trust et al, (EU Interreg 2 Seas project), 2019
- Designing rain Gardens 'Taunton Living Landscape', Somerset Wildlife Trust leaflet, 2018
- Taunton Waterways Strategy and Action Plan - in preparation

Measures of success

- Improved access to high quality green spaces and waterways
- Increased tree cover
- Our biodiversity is protected and enhanced to high standards





Branching Out

Moving Cleaner, Moving Smarter

Today's Issues, Challenges & Opportunities

- Through traffic is too dominant the Town Centre.
- Poor quality 'gateways' on arrival from major roads and railway.
- Public transport under-utilised, walking and cycling need to be promoted and barriers deterring 'modal shift' to these lower carbon options removed.
- Highway infrastructure and road network needs to keep pace with development.
- By becoming early-adopters and supporters of new technology we need to de-carbonise transport, proliferate electric vehicles and enable smarter, cleaner movement.

Make more of our strategic connections

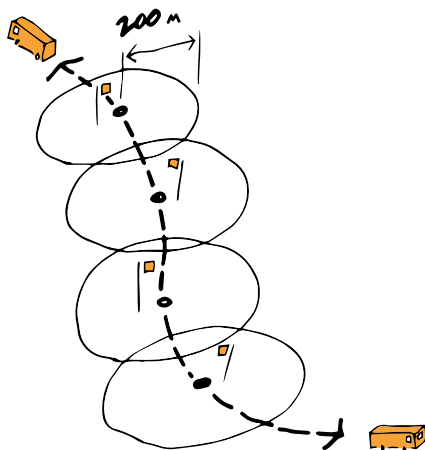
We will enhance the connectivity, capacity and frequency of Taunton's rail, bus, cycle and road connections and ensure that the Firepool site is developed to full potential as a key sustainable neighbourhood in a strategic location – embracing a highly effective and convenient transport hub alongside.

Make our streets work harder for us

Taunton's streets and roads will provide a network of safe, inclusive and comfortable green streets and public spaces, integrating landscape, parking and water sensitive design to provide attractive and functional places for public life.

Orient development with transit hubs and corridors

Promoting more intensive living along key public transport routes and close to stops, and clustering uses and facilities within local centres reducing the need to drive.



Seize development opportunities to increase residential populations living within easy walking distance of bus stops

Our green walking and cycling branches

Priority will be given to the early delivery, integrated design and sustainable maintenance of Taunton's walking and cycling networks to ensure they provide door to door connectivity, reducing the need to travel by car and improving everybody's health and well-being.

Upgrading accessibility & mobility for all

The existing bus system will be upgraded to ensure that it provides a high quality, frequent, affordable, viable and rapid public transport system that is low carbon and within a 5 minute walk of every neighbourhood.

Moving Taunton Ahead

Extend the availability of real-time data information for all public transport services and routes. Adoption of 'smart' traffic-signalling to improve flows. Enable and promote greater sharing of transport by support for car clubs, bike and car-sharing schemes. Make ticketing and payment simple and swift and explore use of a prepayment 'Oyster' card system that might also allow for credits – with rewards for those providing lifts for others, for example. Provide ample electric vehicle charging points in public places.



Existing situation



Future potential

Public transport can be supported and made more efficient if land-use planning directs more intensive use along route corridors and in close proximity of stops – increasing population catchments within easy walking distance of services

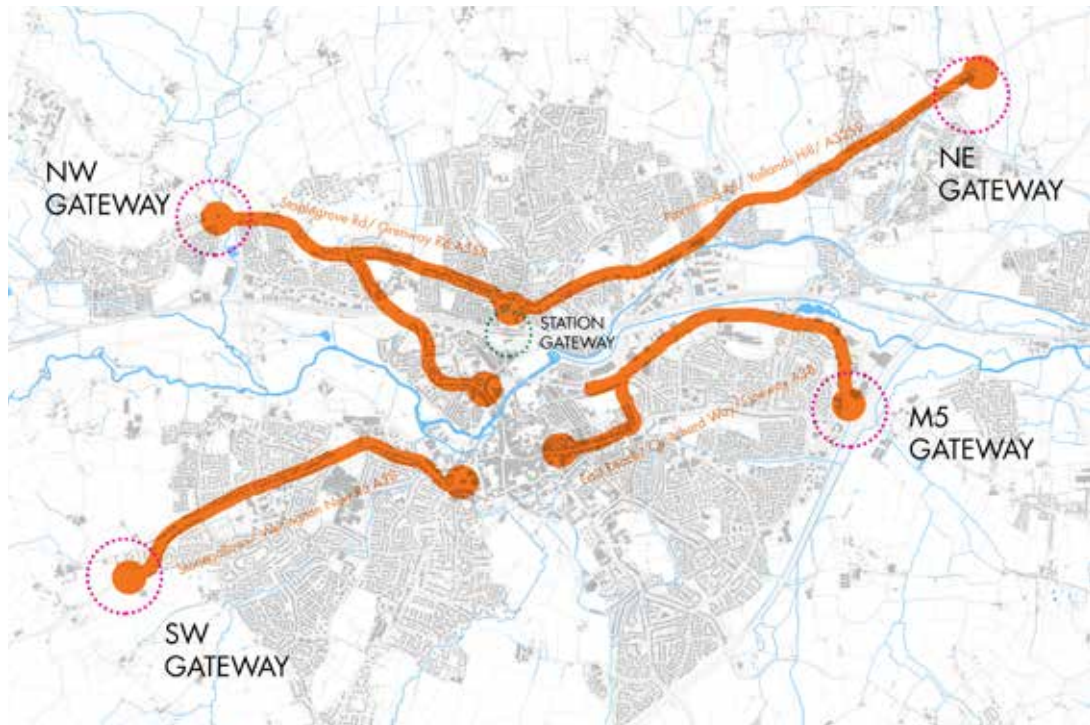


Easier to Walk, Easier to Cycle.

The Town Centre ought to be the most accessible and inclusive area to travel around on foot or by cycle and 'active travel' here will be strongly promoted. A full study of the barriers to movement needs to build on existing evidence.

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> 1. West Deane Footpath to Wiveliscombe 2. Longrun Meadow 3. University Centre 4. Church 5. Castle & Museum of Somerset 6. Shire Hall 7. Station 8. Vivary Park 9. East Deane Footpath to Blackdown Hills 10. Cycle Link to Blackbrook 11. Victoria Park 12. East Deane Footpath to Burrowbridge 13. Gyratory difficult to walk across | <ul style="list-style-type: none"> 14. Poor connection above bridge 15. Poorly overlooked route to University Centre 16. Poorly overlooked path 17. Quarter dominated by poor public realm & surface parking 18. Route cuts off Station Road shops 19. SCCC County Ground entrance poor quality 20. Bleak pedestrian environment 21. New crossing makes pedestrians second class 22. Vehicle dominated frontage - ped/cycle navigability unclear 23. Leaving station north side difficult to read directions to town | <ul style="list-style-type: none"> 24. Inhospitable street beneath bridges <ul style="list-style-type: none"> ■ Parks and green spaces ■ Urban Areas ■ Roads ■ Trails ■ Railway — East Deane and West Deane footpaths ● Poor crossing conflicts ● Node ● 'Hot-spots' – barriers to Cycling |
|---|--|---|

Garden Town Gateways



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■ Improving the environments of gateways and approaches to the town centre

First impressions

The arrival experience in Taunton Garden Town ought to be a positive one. Recognising that the major gateways at the M5 junction and railway station, and the secondary ones serving the approach by A roads have not been properly considered in terms of their identity and impact, we propose that each location is creatively explored to understand how its appearance and function might be improved through the use of landscape design, art, lighting, signage, etc.

Making Taunton more legible

Major routes and junctions/nodes within the town should be given a distinctive character. Information about travel and way-finding needs to be coordinated, concise and clear – improving the passenger and visitor experience, especially for pedestrians arriving at the railway and bus stations.



■ Re-designed junction spaces in residential neighbourhoods can suggest equal priority for all users and explore opportunities to introduce landscape and social space.

Enlightened highway design will prioritise pedestrians and cyclists, and raise quality by...

...making streets into places and integrating parking elegantly.



...incorporating sustainable drainage features.



...enriching the groundscape and including avenue tree-planting.



...and providing edge streets that positively relate buildings and landscape and promoting activity and healthy exercise around the periphery.



Image credit: Andrew Cameron Associates

Theme 2: Branching Out

Moving Cleaner, Moving Smarter

Key Ideas

- We will prioritise cycling and walking, with connections for all abilities.
 - We will join up good quality bus routes for our communities and between important destinations, supporting these with a high quality railway station interchange.
 - We will upgrade our town gateways with greenery.
 - We will give more street space to buses and cyclists and improve our walking experience in the town.
-

Existing & New Policy

- 'Connecting our Garden Town' draft transport strategy, TDBC/SCC, 2017
 - 'Taunton Garden Town: a Beacon Cycling Town' Taunton Area Cycling Campaign leaflet
 - The Place to Be, Urban Transport Group 2019
 - Walking and Cycling Infrastructure Strategy, SCC + TDBC (in preparation)
-

Measures of success

- Our preferred choice of travel is walking and cycling rather than by car
- Less traffic in Taunton town centre
- Transport in Taunton is 'smart', connected and electrified
- Good air quality and significantly reduced emissions





Growing Quality Places

Our Future Town Centre

Today's Issues, Challenges & Opportunities

- Make the most of regeneration opportunities to deliver an outstanding environment.
- Seize opportunities to improve public realm and maintain vitality in town centre.
- New Garden Neighbourhoods need to be high quality, sustainable design.
- Ensure effective community-led rejuvenation of existing neighbourhoods.

Diversifying and intensifying our town centre

We will increase the vitality of our town centre. We will encourage more living in the town centre (as this reduces need to travel, improves safety and security and provides increase in footfall for shops and businesses) by promoting residences above our shops, opening up new sites with denser and greener buildings and introducing non-retail uses in the right places. We will encourage the clustering of our shopping activity more centrally around the Market House. This will open up further residential space as well as provide opportunity for alternative workspaces. We will bolster an evening economy with cultural, leisure and arts facilities that many people ask for, to make the town more welcoming for ourselves, our visitors and newcomers investing in our town. We will use the sites we have now at Firepool and at Coal Orchard to achieve some of these objectives and demonstrate how we want other developers to do it. Our built environment will step up to the challenge of climate change. Each proposal will contribute positively to creating a sense of place, reducing carbon emissions and respecting local distinctiveness through design, access and use of materials. There is potential for leisure, residential and innovative workspaces as well as arts and cultural facilities centred on The Brewhouse Theatre.

Improving quality and greening public spaces

A series of public realm projects will strengthen the appeal of the town centre environment by reducing negative impacts from vehicles by putting people first. We will introduce well-designed spaces and places with better landscape design and planting, public art, lighting and elegant street furniture and signage. These street redesigns will be clean, comfortable and convenient family-friendly places, no longer dominated by cars.

Putting the river at the heart of the town

We will strengthen the connections to and across our river and canal and make more of our network of waterside paths. We will enhance the way we interact with our river, its green spaces and its wildlife and use softer engineering in managing flood and stormwater.



Improving public space



Diversifying the cultural offer of the town centre



Create a more resilient retail core



Put our river at the heart of the town



Re-develop key regeneration sites

Our Future Town Centre



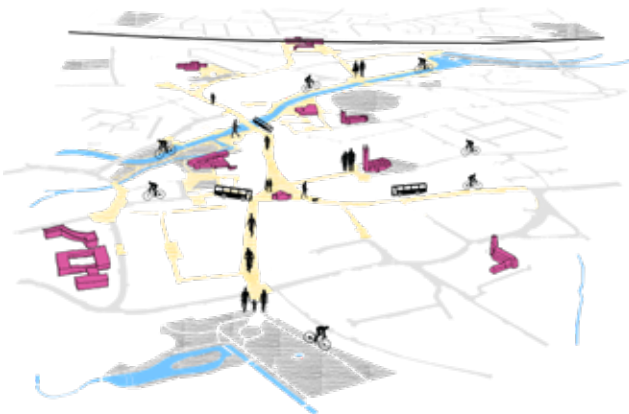
Our garden town lounge

Quality, active and diverse spaces, cultural and leisure facilities, for all ages all day and all year round.



A heart of gardens

Greening our streets and spaces with avenues, mini orchards and rain gardens and enliven our public spaces and create a mosaic of woodland, wetland and withies.



A gentler town: people before cars





Enhance walkability and cycling making it easier to get around, and improve bus access and quality of service to encourage modal shift.

A people-centred, vibrant, green heart to our community

The Heart of our Garden town: Our Garden Town centre strategy will improve public spaces, town centre liveability, movement for walking and those on bicycles and bring more trees and landscape into the town. It is informed by and will inform our other strategies including our existing Area Action Plan and developing Local Cycling and Walking Infrastructure Plan, our Public Space Improvement Strategy and our new Local Plan when it is reviewed.



Diversifying and intensifying our town centre

-  Town living development opportunity area
-  Theatre/gallery space potential area
-  Performance and hotel space potential
-  Geovation Centre and studio space

Tangier Key Regeneration Sites

Improving quality and greening public spaces

- 1** Improved and new connected public space with walking, cycling and public transport priority, using common materials and furniture
- 2** Avenue tree planting in streets, waterside and car parks with large trees to enclose skylines
- 3** Mini orchards to provide pollinating and fruiting trees that connect to our cider-making heritage and benefit our wildlife

Putting the river at the heart of the town

- 4** Rain gardens to capture run off and provide diverse green habitats in the our public spaces
- 5** Wetlands formed around river and canal to slow run off and provide enriched wildlife habitats
- 6** Riverside – Improve waterside walkways and create positive urban frontages addressing the water



New Garden Neighbourhoods

Clear identity

A distinctive local identity as a new garden community, including at its heart an attractive and functioning centre and public realm. Landmarks, key groupings and character areas are an important element of identity and legibility.

Well-designed places

With vibrant mixed-use communities that support a range of local employment types and premises, retail opportunities, recreational and community facilities – within ‘walkable neighbourhoods’ that follow good urban design principles and include greater greenspaces and trees.

Great homes

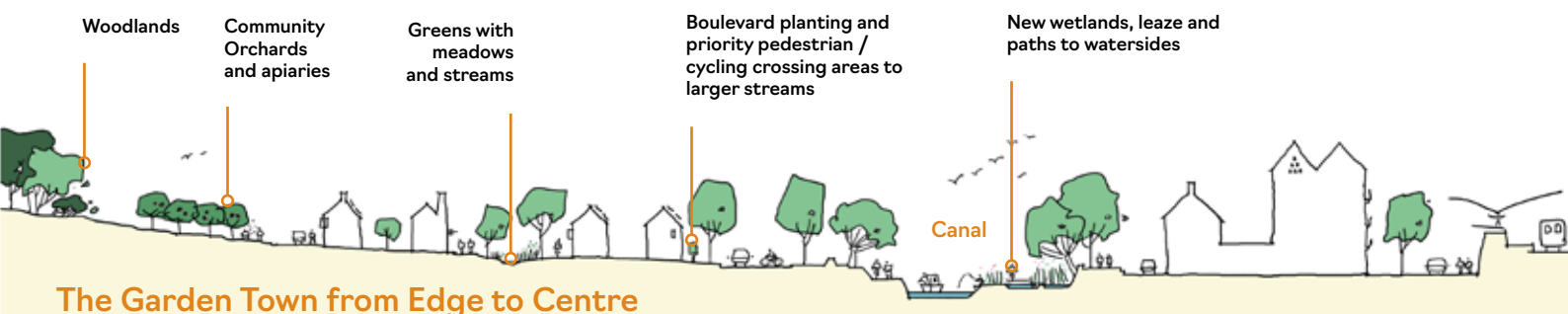
Offering a wide range of high quality, distinctive homes. This includes affordable housing and a mix of tenures for all stages of life. Legacy and stewardship arrangements: should be in place for the care of community assets, infrastructure and public realm, for the benefit of the whole community.

Future proofed

Designed to be resilient places that allow for changing demographics, future growth, and the impacts of climate change including flood risk and water availability, with durable landscape and building design planned for generations to come. This should include anticipation of the opportunities presented by technological change such as driverless cars and renewable energy measures.

Greater and more effective use of national ‘design quality’ benchmarks & processes

Design criteria and standards such as ‘Building for Life 12’ and ‘Lifetime Homes’ should be systematically encouraged and pursued through planning policy and development management processes for all new development. National Guidance for highways design in the form of ‘Manual for Streets 1 + 2’ should be comprehensively applied and implemented. Design Review should be used for all new developments including masterplans, design codes and reserved matters applications.



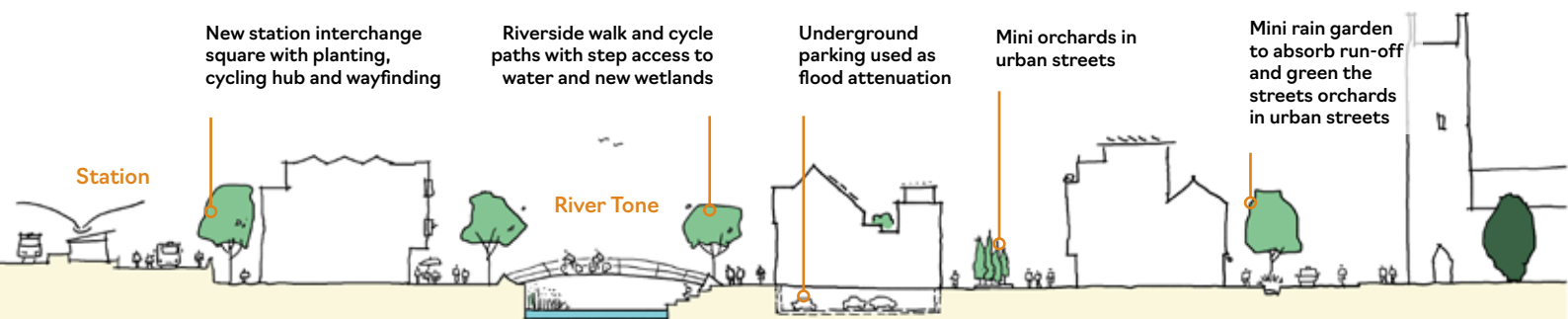
The Garden Town from Edge to Centre

The Design Charter and Checklist will provide more detail on the standards of design and sustainability aimed for within the Garden Town area. It will be applicable to development in all forms of neighbourhood, but will be particularly important within those places that are being newly-created. The Council will encourage all of its development partners to sign up to the principles of the Charter and to follow the guidance in the Checklist. It is envisaged that those exemplary developments that are then delivered will be conferred with a local 'Garden Town Quality-Mark' award – allowing projects to demonstrate a commitment to the Garden Town initiative and celebrate their achievement to potential purchasers and other key audiences.

The topics in the Checklist extend from this Vision document and also link to a Council-wide Design Guide that is being produced, to be available in the Autumn of 2019, which illustrates the aims and requirements regarding the general quality of design expected across the whole of the new combined area. It is intended that the Design Guide will be a Supplementary Planning Document. In the interim, the Checklist and associated Charter will provide a concise summary of both the Vision and Design Guide. The topics and requirements should prove useful as an agenda for discussion between applicants and planning officers and will form the basis for assessment of emerging proposals.



■ Taunton Garden Town Design Charter and Checklist



New Garden Neighbourhoods

New residential areas will be designed as sociable neighbourhoods, where local facilities and public transport will be within easy walking distance of homes. A variety of housing will be available; detached, semi-detached, single storey patio houses, terraces. Apartments will be clustered nearest to the centre, which will include the community hub, school, shops and market place.

Homes will be fitted with photovoltaic panels and insulated to the highest standards.

Car parking will be in bays on the streets, between trees, in courts, or in some cases on house plots, all accessible to charging points.

As a garden neighbourhood within a garden town, a green environment and diverse habitat will permeate the area. In addition to private gardens, street trees (many of them fruiting), will line the routes and enclose spaces. Hedges, providing soft boundaries, also absorb CO2. They, with verges, 'rain gardens' and drainage swales absorb rainwater. Opportunities will exist to grow your own food, in micro allotments, and community orchards. Smallholders will be able to establish intensive farm plots and fresh local produce can be sold in the market place.



1. Community Hub. Typically includes:- nursery/creche, meeting spaces, resource centre, surgery, housing association office.
2. School, primary or similar.
3. Market Place; includes some shops, stalls, bus stop, event space.
4. Existing residential area, connected to the new neighbourhood.
5. Community Orchard.
6. Existing hedgerows and drainage ditches retained and incorporated into the green spaces.
7. Mini farm (approx. 0.3ha plots).
8. Private gardens.
9. 'Rain gardens.'
10. Street trees, including fruit trees.
11. Local playspace.
12. Micro allotments.
13. Swale drainage system.
14. Local clubhouse/ communal store.
15. Corner shop/local business/facility.
16. Photovoltaic panels integrated into roof design.
17. Green (sedum) roofs.
18. Recycling bin storage integrated.
19. Bicycle storage.
20. Charging points for electric cars.



I Indicative sketch illustrating the key features of the design and layout of a new Garden Neighbourhood.
Existing neighbourhoods would be adapted to accommodate as many of these features as feasible.

Rejuvenated Neighbourhoods

More efficient use of land

We will use good design and place-making techniques to make more efficient use of brownfield land – providing more housing and creating better streets and spaces.

Low carbon dwellings

Existing buildings that are retained will be significantly enhanced in terms of their energy performance and heating systems – so that less carbon is generated and household bills are lower.

New open space

Opportunities to provide local green spaces for public use will be seized in order to introduce ‘pocket parks’ - so that everyone is within easy walking distance of a local green space. These will provide other benefits such as contributing to sustainable urban drainage and encouraging wildlife within the neighbourhood.

Good range of dwelling types

We will encourage neighbourhoods that provide homes for all types of household - promoting a mix of residents from different demographic/economic backgrounds and age-groups and fostering vibrant, resilient communities and inter-generational interactions.

Improved legibility

We will make it easier and more attractive to move around within neighbourhoods by pursuing good urban design. It ought to be obvious which are the more important streets that lead to the shops or take you on to the next neighbourhood. It ought to be clear where the public realm ends and private space begins within the streetscape.

Enlightened Parking Strategy

We will encourage parking strategies that successfully integrate vehicles into the street scene – so that cars do not dominate the experience of the public realm and walking and cycling within streets might be made more attractive.

Street trees

When neighbourhoods are rejuvenated, opportunities will be seized to introduce trees and other planting – providing cleaner air, greater biodiversity, visual interest and all the other benefits of living in a ‘leafy suburb’.

Engagement / participation of residents

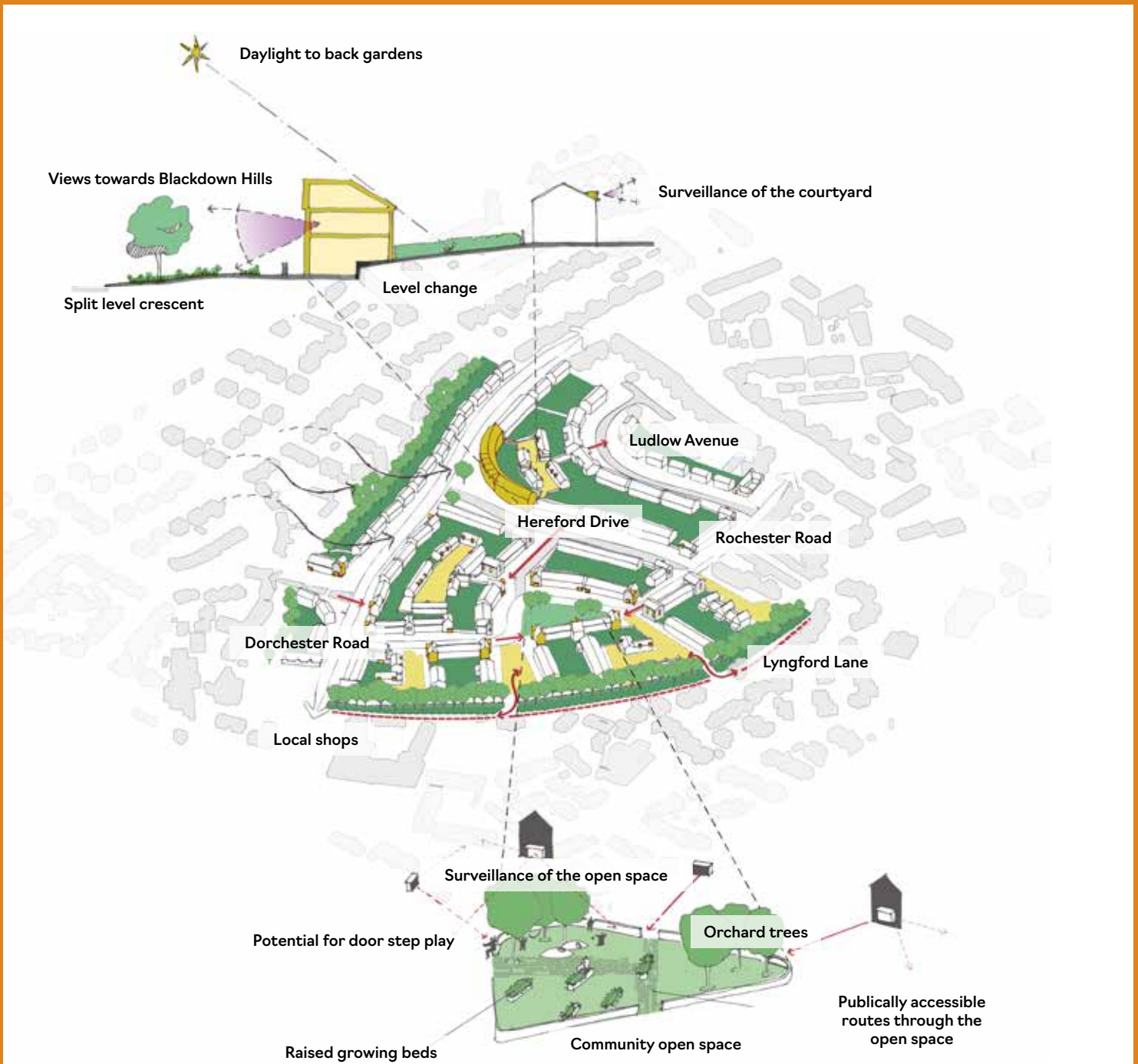
Thorough and effective involvement with the people that live in a neighbourhood undergoing change is essential if they are to be empowered to become co-creators of their rejuvenated place.



The Woolaway Homes project in Priorswood, North Taunton (see case study opposite) has been carefully negotiated with existing residents. It exhibits many of the general principles that would be adopted in a ‘Garden Town’ approach.

I Woolaway Homes Project, Priorswood

Rejuvenating a neighbourhood with new homes and landscapes



Theme 3: Growing Quality Places

Our Future Town Centre

Key Ideas

- Prioritise access for only those vehicles that must enter the town centre for essential needs, aiming for a less-noisy, safer environment with improved air quality.
- Enact the Taunton Town Centre Public Spaces Improvement Project giving greater space for people and activity within the streets.
- Ensure that the development of major regeneration sites mutually support the existing town centre uses and also build strong links to adjacent neighbourhoods.
- Encourage a greater mix of uses reinforcing a lively and stimulating heart for the town with a vibrant evening economy.
- Establish a Garden Room – a public venue for collaboration and debate between residents, developers, educational, business and arts communities and local groups. A venue for meetings, deliberations, promotions and exhibitions of the Garden Town and its projects.

Existing & New Policy

- Taunton Town Centre Public Spaces Improvement Project, WSP Parsons Brinckerhoff, 2017
- Creating a new gateway into Taunton, Taunton Station Regeneration Area, LHC, 2012
- Taunton Town Centre Area Action Plan, Taunton Deane Borough Council, 2008
- Taunton Town Centre Design Code Supplementary Planning Document, Taunton Deane Borough Council, 2008
- A New Way to Build, Somerset Wildlife Trust, 2018 Shaping Neighbourhoods

Measures of success

- A high quality and vibrant town centre
- New building complies with the TGT Charter & Checklist and Design Guide

New Garden Neighbourhoods

Key Ideas

- We will design new neighbourhoods around places and green spaces.
- We will use local materials and design features for new buildings and infrastructure to respect local context and ensure new developments complements and enhances existing character.
- We will establish a bespoke 'quality mark' for new development within the Garden Town Area so that high quality design and place-making can be recognised and rewarded. This will also serve to identify the high standards expected in future projects.

Measures of success

- New neighbourhoods are nationally recognised as exemplar
- New building complies with the TGT Charter & Checklist and Design Guide

Rejuvenated Neighbourhoods

Key Ideas

- When opportunities arise to rejuvenate an existing neighbourhood then we will work with the existing residents to explore how best to apply Garden Town principles.
 - We will strive to improve the quality of environment for all of Taunton's neighbourhoods as resources and opportunities permit.
 - The Garden Town approach will support and promote local initiatives taken by community and special interest groups where these command popular support and align with the aims of the wider project.
-

Measures of success

- Existing neighbourhoods are rejuvenated and resilient to climate change
- New building complies with the TGT Charter & Checklist and Design Guide



New Shoots and Blossom

A new dynamism and prosperity – knowledge, culture and business

Today's Issues, Challenges & Opportunities

- Provide better visitor experiences through a broader range of cultural offers and a strengthened evening economy.
- Attract entrepreneurs to support greater numbers of start-ups, innovation and collaboration amongst the business and cultural community.
- Enable our creative sector to influence and shape our built environment and public realm.
- Support our creative, arts and heritage sectors to provide the best possible cultural experiences for people of all ages and backgrounds
- Enhance Taunton's visibility as a creative, productive, knowledge economy
- Provide a range of employment premises including incubation, innovation and 'grow on space' as well as a programme of business support services
- Attract investment to enhance digital connectivity whilst also encouraging the use of the town centre for more business networking and social interaction
- Provide opportunities to nurture talent and skills, retain students and knowledge workers and providing opportunities for re-training and up-skilling.

A differentiated, sustainable future

Fostering opportunities for collaboration, innovation, enterprise and employment, in the creative, cultural and digital economy and other high productivity economic sectors. Opportunities include the development and implementation of a range of technologies in response to urgent sustainability challenges, including:

- Environmental solutions, e.g. to manage air, water, waste and natural resources
- Reduced carbon initiatives, e.g. sustainable buildings, smart cities, low carbon vehicles
- Energy efficiency activities, e.g. renewables, smart meters, smart-grids, storage

Town centre vitality

Responding to changing consumer trends and new economic opportunities, we will work with businesses to attract in new ideas and investment and support a reinvigorated and thriving town centre.

Creating a stronger 'sense of place' and brand for our Garden Town, with curated markets, trade fairs and regular cultural events and make the very most of our flagship venues: the Brewhouse Theatre; the Museum of Somerset; and Somerset County Cricket Club. Opportunities will be explored to provide a multi-purpose events/conference centre at Firepool with studio space for artists, designers, makers and performance studios.

A connected and networked community

Supporting the ambitions of Taunton's growing digital community to be one of the leading digital hubs in the South West, providing new business opportunities in ICT, software and Big Data that have provide new applications in the financial services, media, environmental and creative industries sectors.



A knowledge sharing environment

Providing the environment for Taunton to develop links between its businesses, students and cultural sector and the University Centre, Colleges, the Institute of Technology and other Universities and Research Institutes. This will grow our talent pool and encourage greater levels of investment in emerging creative and innovative ideas. Greater levels of business-led training and educational opportunities can be expected - potentially leading to a University for Somerset. For example, the UK Hydrographic Office, a global leader in marine geospatial information and hydrography, provides new opportunities for the current Digital Taunton cluster in the commercialisation of Big Data to be linked to marine exploration and associated industries. The intention is to establish an 'Geovation' centre and collaborative 'move on space' based at Firepool.

Business and innovation support

Working with partners to create and promote a range of attractive and flexible work-spaces which will encourage greater informal networking, sharing of ideas, prototyping and special interest events. New work environments will range from hot-desking, such as the recent opening of 'Company' and the 'Creative Innovation Centre' in the town centre, to incubation and future innovation centres, flexible workspaces and studios and maker-spaces around Firepool and at other employment sites. We will also progress the development of other key strategic employment sites within the Taunton Garden Town, such as Nexus

25 – a new 25 hectare strategic employment site situated at J25 adjacent to the M5, generating over 3000 jobs on a high quality green campus, well connected to Taunton by dedicated pedestrian and cycle routes.

Engage artists and other creative practitioners

Drawing upon the imagination and skills of those in the cultural sector to reinterpret and discover fresh expressions of what makes Taunton distinct as a place of new quality. We will encourage and promote art and cultural festivals and flexible venues that support the Garden Town and our core message as a green and thriving town with a city outlook. Work with Taunton Arts and our University Centre and expand a community programme from 'Art for Life' at Musgrove Park Hospital with our Garden Town as the umbrella for health, identity, well-being and culture.

Arts and culture

We want Taunton to be a town where people of all ages and backgrounds can experience culture on their doorstep - to be entertained, inspired and challenged, to learn new skills, socialise or play, to feel fulfilled and breathe fresh air. A strategy is being prepared and, by investing in its cultural infrastructure (built, green and blue), Taunton will be able to provide easy access to a range of activities that will support the health and well-being of people of all ages and backgrounds. Most importantly, it will encourage and inspire our young people.



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Theme 4: New Shoots and Blossom

A new dynamism and prosperity – knowledge, culture and business

Key Ideas

- Enact cultural and economic development strategies
 - Arts and creative industries programme to help business evolve, innovate and foster new ways of seeing.
-

Existing & New Policy

- Cultural Strategy - in preparation.
 - Economic development strategy - in preparation.
-

Measures of success

- Taunton is the most prosperous and innovative town in the South West.
- Taunton is widely recognised as a major regional centre for its education, culture, leisure and sport.





Implementation

Next Steps

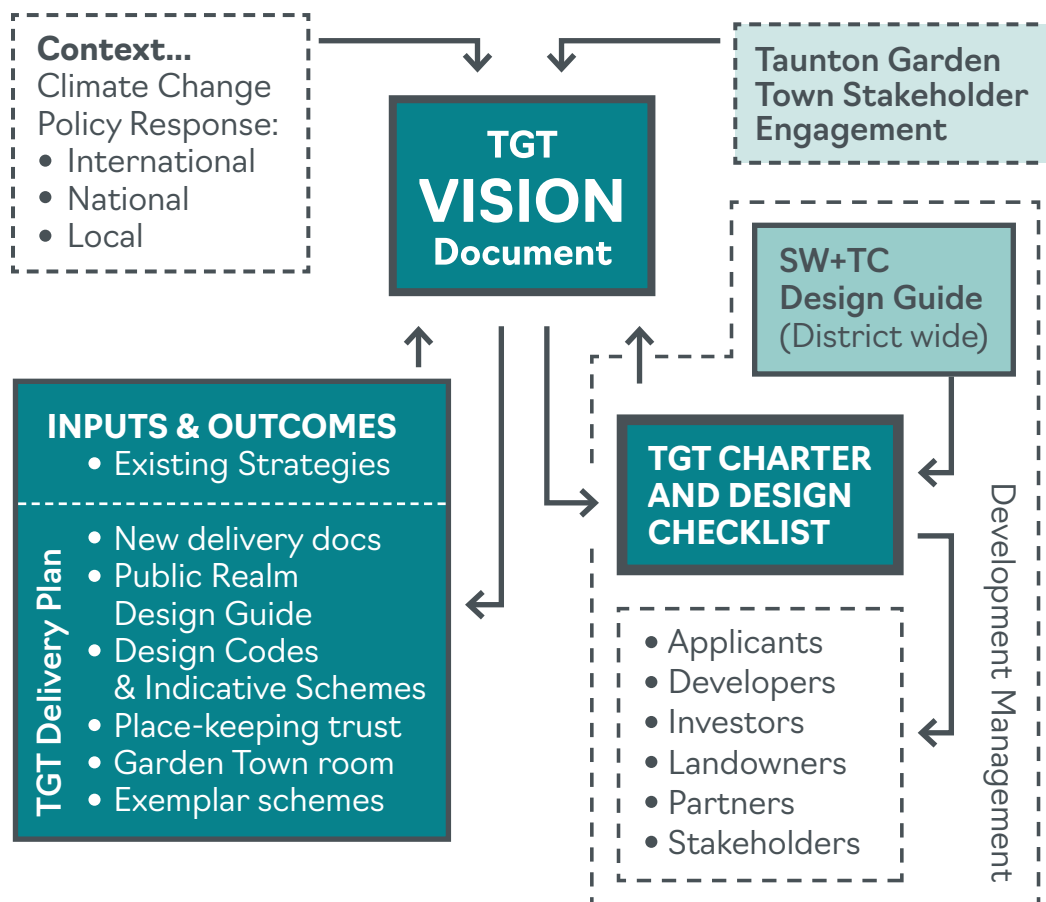
This Vision is just the start of work on Taunton Garden Town. It will be supported by a Delivery Plan to be prepared over the coming months which will provide detail to the individual strategies, projects and activities which will deliver the Vision. Importantly, this Delivery Plan will not be a fixed document which will date but over time will develop into an online platform providing up-to-date information about strategies, projects and activities.

The Vision is also an important tool in informing some specific pieces of work for the Council. It will influence work on the emerging Local Plan as well as more detailed design guidance.

This Vision framework will therefore influence all plan-making and development management decisions.

Supporting strategies and plans will be needed in some areas to bring to life some of the concepts and ideas expressed in this document. These will include the Taunton Waterways Action Plan and Taunton Cultural Strategy.

Most importantly of all, the Council is committed to giving its communities and stakeholders an active role in realising the vision from project identification through to delivery. Somerset West and Taunton will work to establish new governance arrangements for the Garden Town which will incorporate new and innovative ways to encourage community participation.



TGT Vision Document links

Diagram showing the vision document and its associated policies and measures within the overall context and engagement background.

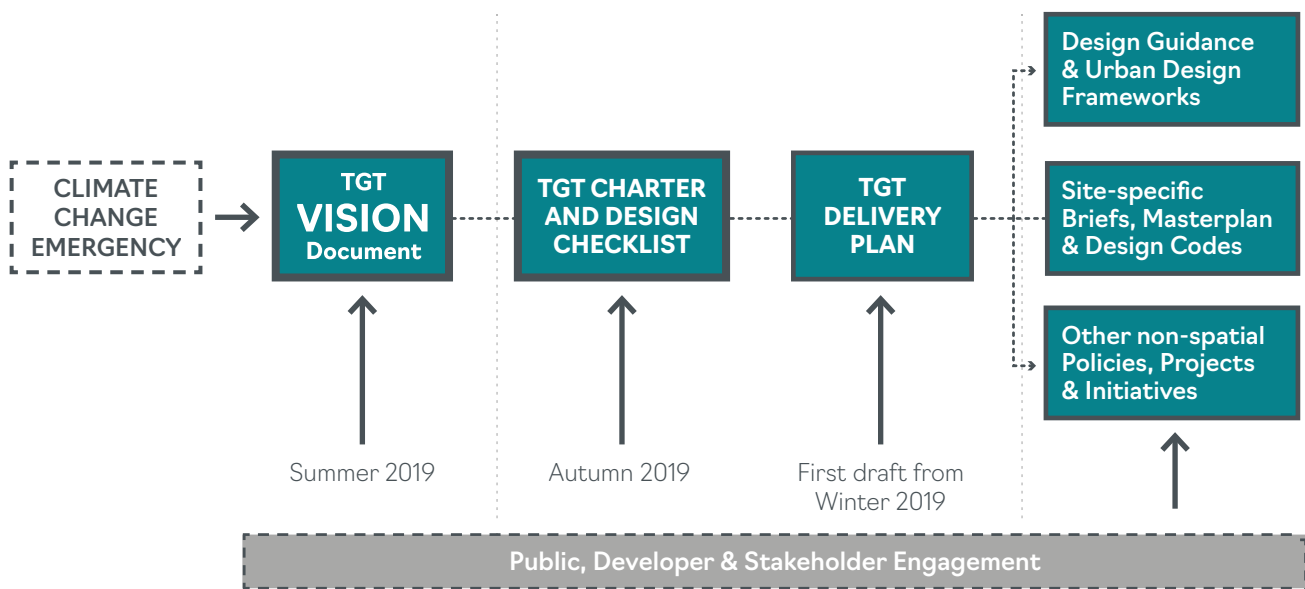
Programme, Delivery and Monitoring

Following the adoption of this Vision then the next priority is to confirm the detail of the TGT Charter & Design Checklist. This will provide an agenda for discussions with developers, landowners and their agents about how they can support Taunton's Garden Town ambitions - on sites that are already within the planning system.

The influence of the Vision will, in this way, commence almost immediately. Once the more detailed TGT Delivery Plan is produced then it will act as the main mechanism for co-ordinating the implementation of the Garden Town as a whole.

Progress will be reviewed regularly against its more detailed programmes and expected outcomes for individual projects and initiatives.

It is vital that we monitor progress as Garden Town momentum builds, and we have indicated some broad 'measures of success' for each theme within this document. The TGT Delivery Plan will develop these further and confirm that the final measures used are both appropriate, effective and capable of transparent and objective assessment.



Outline Garden Town Delivery Programme



For more information and future updates, please visit:
<https://www.somersetwestandtaunton.gov.uk/garden-town/>



With:
Richard Guise, David Orr, James Webb



Taunton
The South West's first Garden Town



TGT Vision document – public engagement & consultation summary

Engagement / consultation period: 1 March – 26 April 2019

Methodology & approach:

- Draft document made available on TDBC / SWT Council websites
- On-line (+ paper version) questionnaire **(see appendix C)**
- Town Centre (Orchard Centre) exhibitions over a 2 week period in April – estimated that approx. 600 people visited the stand and engaged in conversations with the council officers and communications support commissioned (Daffodil PR & Communications)

Survey responses - summary:

Total 114 responses:

- 79 questionnaire completions
- + 35 e-mails or letters submitted

33 organisations/stakeholder group responses

- 6 Parish councils + 2 residents groups
- 6 Environmental groups (incl. Somerset Wildlife Trust, Taunton Transition Town)
- 4 Developers
- 3 Arts & cultural organisations (Arts Taunton, TTA/Brewhouse, Go Create)
- 2 from SCC (covering all themes)
- 2 Planning consultants
- Taunton Area Cycling Campaign

Overall, a strong degree of support and positivity was evident (as shown in the table below):

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Overall Vision	7	45	14	6	1	
	70%		19%	9%		
Theme 1 'Celebrate our roots'	14	33	20	5	1	5
	64%		27%	8%		
Theme 2 'Grow our town greener'	25	34	10	3	1	1
	81%		14%	5%		
Theme 3 'Branching out'	18	34	15	4	1	2
	72%		21%	7%		
Theme 4 'Growing quality places to live'	20	30	14	4	2	3
	72%		20%	9%		
Theme 5 'New shoots'	12	36	15	6	3	4
	67%		21%	13%		

- 70% agree that the vision is clear & makes sense, and the themes provide good ideas (only disagreed with by 10-15%)
- Significantly higher level of agreement with Vision & themes from stakeholder organisations (approx. 80-90%), than individuals (60-70%).
- The MOST agreed with is theme '*Grow our town greener – open spaces & streets*'
- The LEAST agreed with was the original theme 1 '*Celebrate our roots – our special character*' (64%) (also with the highest 'neutral' response 27%, and described as 'least impactful'). This has subsequently been removed as a 'theme' and is now included as important contextual information that informs the future-looking themes.

Regarding the vision (and document as a whole), key stakeholder organisations demonstrated support as per the following:

- Somerset County Council - *supports the overall aspirations of the TGT*
- Arts Taunton - *The commitment to a 'greenification' of the town, as outlined in the document, is admirable and a great deal of thought has gone into it. The vision appears to be on a well-conceived analysis of Taunton's current past, present and possible future. This is broadly a positive vision that we would largely endorse.*
- Taunton Area Cycling Campaign - *We warmly welcome many of the principles set out in the document, particularly those relating to sustainable travel and the public realm. The document is highly ambitious*
- Somerset Wildlife Trust - *We fully support your ideas for growing our town greener and this theme is critical to ensuring Taunton is a true garden town and capitalises on its best assets – its blue and green infrastructure.*
- Peter Brett Associates - *We welcome the core text of the vision and it sets a firm base of the document*
- Go Create - *Overall this is a very impressive document*
- Taunton Theatre Assoc - *Broadly, we welcome the compelling vision*
- Taunton Transition Town - *We strongly support many of the principles set out in the document. The vision is extremely ambitious*
- The Kingston St Mary Community - *strongly agrees with the Vision particularly Theme 2 - Growing Our Town, Theme 3 - Branching Out - Moving Cleaner, Moving Smarter and Theme 4 - Growing Quality Green Places to Live.*
- Whitmore Area Residents Group - *It makes sense and we would support all of these Themes*
- Trull Parish Council - *appreciates the aspirational concept encompassed in the document.*
- Cheddon Fitzpaine Parish Council - *the Vision is a good starting point.*

Some key topics

The following is a summary of the most common topics / areas of interest & concern arising from the questionnaires submitted, together with anecdotal feedback received at the staffed exhibition stands in the town centre during April. A staffed exhibition / display stand was made available in Taunton's Orchard shopping centre for a two week period 8 – 18th April (3 hours per day). A key aim was to encourage people to read the draft Vision document and complete the questionnaire. Exact numbers of people visiting the stand and engaging in conversations with staff were not recorded, however it is estimated to be approx. 500.

- **Transport issues** (mainly theme 2 – ‘Branching out’)
 - Strong support for priority for cycling & walking infrastructure (eg better bike parking, cycle/footpaths need to be wider/safer/better lit etc)
 - Pedestrianisation of the town centre strongly supported (with one concern raised about St James St & East St pedestrianisation causing traffic problems in town)
 - Need for future-proofing (eg electric vehicles/buses, charging points)
 - Need to improve bus services
 - Multi-story parking needed in sensible pinch point locations on the outskirts of the town centre

This topic generated the most comments, and also closely reflect comments received during a Taunton transport public consultation undertaken by SCC in the summer of 2018.

- **Environmental / ‘Green’ / nature-related issues** (mainly theme 1 – ‘Grow our town greener’)
 - Need to be more explicit on climate change
 - Importance of traffic pollution reduction
 - Use of green design / renewable energy wherever possible (eg solar panels, green roofs, rain water harnessing)
 - Strong support for more green spaces & street scene, green / wildlife corridors
 - Need greater emphasis on River Tone and Waterways
 - Concerns raised about building on green spaces

This was the second most commonly commented on topic.

- **Neighbourhoods - Housing development, Design & Infrastructure issues** (mainly theme 3 – ‘Growing quality places to live’)
 - Housing development must be planned carefully and well designed with developers needing to be more innovative when considering green places for people to live (ie space, light, green corridors / gateways / wedges) – for quality of life benefits
 - Concerns about the current quality of design / house building - current developments are not distinctively local – the TGT Vision and other documents should clearly specify how developers of new Garden Neighbourhoods will be required to implement Garden Town Vision / ‘green’ proposals
 - Concerns about the quantity of house building
 - Concerns about new building sprawling into the countryside, and desire for development not to grow around Nexus 25 (ie East of motorway)

- **Town centre**
 - Concerns raised over street cleanliness, litter and maintenance (eg uneven pavements, tree removal/coppicing)
 - Need to focus on ‘the basics’ and ‘quick wins’ (Green space maintenance should be a priority)
 - A desire to see rapid progress on Firepool
 - Support for multi-purpose conference/events centre on Firepool
 - Concerns over empty shops, and quality and variety of town centre offer

- **Cultural and business issues** (mainly theme 4 – ‘New shoots & blossom’)
 - Concerns at the lack of cultural offer and facilities in Taunton (as the County town), and inadequate evening entertainment
 - The Brewhouse Theatre and Museum of Somerset are valued and must continue to be supported
 - Artists’ studios and gallery space needed, and Arts / conference centre required
 - Arts and cultural organisations need to work together to support this vision
 - Taunton could be developed as a cultural hub, exploiting opportunities from the town’s excellent sport and education
 - Need to be ambitious and innovative, eg university, innovation / technology centres
 - Some concern that allocated employment sites have not yet been developed

Other general comments:

- The overall Vision document was described in the following ways by those supporting it:
 - *Impressed by the detail of the document.*
 - *Good to see the care given to the Vision.*
 - *An exciting and inspiring plan - a great, holistic plan for better town.*
 - *The vision is aspirational and idealistic.*
 - *I thought the Vision document was really inspiring.*
 - *Overall, a very good start.*
 - *Vision sounds exciting.*
- Some scepticism was expressed over the council’s drive to deliver plans (eg *“This will take a significant change of approach and determination”*)
- Many wanted to see greater detail (ie evidence of ‘concrete’ delivery plans)
- Several comments asking that the vision and delivery plans are inclusive, ie for vulnerable residents, deprived communities
- Several requests from individuals and groups to get involved and for the council to ensure strong community engagement

For further detail - a summary table of feedback from key stakeholder organisations and our response to these can be seen in **appendix D**.

Taunton - Our Vision for the Garden Town

Please provide any comments by 5.00pm Friday 26th April 2019

Please complete the following information (if, for any option, you would prefer not to say, please type 'prefer not to say').

***Required**

1. Email address *

2. Name *

3. Organisation (if applicable)

4. Thank you for agreeing to participate in this survey. The information provided by you in this questionnaire will be used for research purposes. It will not be used in a manner which would allow public identification of you. However, responses made on behalf of organisations will be publicly available. We may wish to contact you to clarify any points that you have made. Are you happy for us to do this?

Mark only one oval.

Yes

No

5. Question 1 a) Do you think that our Vision is clear and that it makes sense?

Tick all that apply.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

6. b) Do you have any comments? (Please limit to 100 words)

7. Question 2 a) Do you think that Theme 1 - Celebrate Our Roots, provides good ideas to make our Vision happen?

Tick all that apply.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

8. b) Do you have any comments? (Please limit to 100 words)

9. c) How could we measure our success for Theme 1? (Please suggest up to 3 indicators that we could measure and monitor)

10. Question 3 a) Do you think that Theme 2 - Growing Our Town Greener, provides good ideas to make our Vision happen?

Tick all that apply.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

11. b) Do you have any comments? (Please limit to 100 words)

12. c) How could we measure our success for Theme 2? (Please suggest up to 3 indicators that we could measure and monitor)

13. Question 4 a) Do you think that Theme 3 - Branching Out - Moving Cleaner, Moving Smarter, provides good ideas to make our Vision happen?

Tick all that apply.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

14. b) Do you have any comments? (Please limit to 100 words)

15. c) How could we measure our success for Theme 3? (Please suggest up to 3 indicators that we could measure and monitor)

16. Question 5 a) Do you think that Theme 4 - Growing Quality Green Places to Live, provides good ideas to make our Vision happen?

Tick all that apply.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

17. b) Do you have any comments? (Please limit to 100 words)

18. c) How could we measure our success for Theme 4? (Please suggest up to 3 indicators that we could measure and monitor)

19. Question 6 a) Do you think that Theme 5 - New Roots - A Dynamic, Prosperous Business Community, provides good ideas to make our Vision happen?

Tick all that apply.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

20. b) Do you have any comments? (Please limit to 100 words)

21. c) How could we measure our success for Theme 5? (Please suggest up to 3 indicators that we could measure and monitor)

Should you wish to submit more detailed comments please email: gardentown@tauntondeane.gov.uk

Summary of Issue Raised	Council Response
<p>Taunton Area Cycling Campaign (TACC)</p> <ul style="list-style-type: none"> - Importance of links across the town and beyond to Wellington, Bishops Lydeard, Kingston St Mary - use work from TACC and LCWIP to inform. - Support an enlightened approach to highways design. Encourage use of 'Manual for Streets'. - Need for a hierarchy of streets to create attractive and safe routes. - Investigate scope for 'sharing economy' encouraging car clubs shared bikes etc. - New neighbourhoods should be designed around permeable street patterns. - Support for rejuvenating existing neighbourhoods, working as far as possible with the ideas of new neighbourhoods. - Need for future capital funding bids to address improvements to the walking and cycling network. - Vision should make stronger reference to the recently declared 'Climate Emergency'. 	<ul style="list-style-type: none"> - The aims and ambitions for Taunton to become a town for cycling and walking have been made clearer and stronger in the vision document - Specific improvements, projects and initiatives will be developed as part of the TGT Delivery Plan with full engagement with TACC (and supporting Taunton Transport Strategy), as will the funding strategy - The council's (and County-wide) Climate Change emergency has been more strongly referenced
<p>Somerset County Council / Somerset Waste Partnership</p> <ul style="list-style-type: none"> - Support for an amendment to the Vision tabled through the Taunton Strategic Advisory Board (TSAB) but feel reference should be made to economic resilience. - Opportunity to make more of Castle Green area which could contribute more to the Garden Town Vision. - Support use of design review and design coding. - Question whether research has been done to support theme five of the Vision: New Shoots or whether the text set out is purely aspirational? - Encourage use of Green and Blue SUDs not Grey ones. - Reference should be made in the Vision to other watercourses beyond the Tone. - A stronger emphasis on Education is required, agreement should be reached on how new schools and infrastructure can be fully funded. - The Garden Town Vision needs to be developed in accordance with whatever emerges as the Climate Change Strategy for Somerset. Linkage with the Somerset Strategic Housing Framework is also important 	<ul style="list-style-type: none"> - Vision statement revised to reflect steer from TSAB, SCC and Arts Taunton - Castle Green use to be further considered as part of the TGT Delivery Plan, and Cultural Strategy etc - Further research relating to the 'New Shoots' (economy) theme will be undertaken as the council's new Prosperity / Economic Development Strategy (to be developed during the remainder of 2019) - New Waterways Strategy & Action Plan will provide further detail re other watercourses (to be developed during the remainder of 2019) - The council's (and County-wide) Climate Change emergency has been more strongly referenced

Summary of Issue Raised	Council Response
<p>Arts Taunton / Create Streets</p> <ul style="list-style-type: none"> - No cross reference to Governments 10 key qualities of Garden Towns - Sustained and passionate call for the intense greening of the town - Refocusing of the town centre from a through road to a place for people - 2 overriding concerns i) urban design vision, ii) process - A document submitted sets out urban design aspirations from create streets - co-design process should involve more engagement with local people in order for residents to give feedback on options particularly through charrettes 	<ul style="list-style-type: none"> - Both in the themes and the more detailed initiatives in the vision we are addressing all of the government's key qualities. However if it thought necessary we could cross reference to these criteria to make this clear (eg on new TGT website – to be developed) - This is a key part of vision and is evidenced in Theme 2 and all the indicative sketches in the document and recommended measures - The recommendations for the town centre are predicated on this point - i) Broad urban design principles can be seen in the indicative drawings and the various statements of aspiration about the town particular in sections for the town centre and new garden town neighbourhoods. Furthermore we propose that an urban design 'checklist' is produced as an Addendum to the vision to guide masterplanning and negotiations with developers (as embodied in theme 4). - ii) We have a strong aspiration for increasing public transport into the neighbourhoods but we have no direct control over this. However we are engaging with SCC on these matters in order to achieve a model shift from cars to public transport & cycling. - All urban design aspirations (and more) are addressed in the 'checklist', however we feel that the vision should not be specific on density range in numerical terms but be expressed in terms of achieving a range from compactness to more dispersed forms related to proximity to bus routes and facilities in order to achieve choice in tenure and dwelling type (see neighbourhoods diagram). - Co-design process – we are considering the best forms of engagement in the design and process and long term management of places

Summary of Issue Raised	Council Response
<p>Somerset Wildlife Trust / Taunton Transition Town</p> <ol style="list-style-type: none"> 1. Taunton’s selling point is its green spaces, waterways and proximity to outstanding countryside, I would like to see this explicitly reflected in the vision statement 2. Greater emphasis should be placed on ensuring the waterways – river, streams and canal – are the common thread that bind everything together, create a sense of place and a natural path for movement throughout the town 3. one issue not fully addressed is the management and enhancement of existing and new green spaces 4. In the same way a design code is being drawn up for developments, a design code should be drawn up for Green Infrastructure 5. Robust and ambitious management plans, publicly available, should be created for all public green space 6. climate change should be more explicitly mentioned in order to demonstrate commitment to the Climate Emergency 7. Walking and cycling should be the default choice for journeys under 5km, it should be the easier and more attractive option due to high quality, safe foot and cycle paths. 8. Travel hubs, such as rail stations, should shout Garden Town by high quality GI, planting, green walls / roofs etc. 9. Pedestrianisation should be considered for the town centre 10. A sustainable built environment is vital to ensure Taunton Garden Town is an exemplar in urban planning for quality of life and vibrancy 11. Developments should be planned around high quality GI and sustainable transport, be energy efficient and generate energy, they should have habitat built in 12. Careful thought needs to be applied to how these areas are managed and maintained 13. We fully support the suggestions of developing a centre of excellence to address urgent sustainability issues and for Taunton to act as a test bed to trial green innovation and technology 14. The development of Firepool and Nexus 25 will really need to be exemplary to ensure Taunton Garden Town achieves any credibility 	<p>Points 1 & 2 – are a key part of the vision and is evidenced in Theme 1 and recommended success measures</p> <p>Points 3, 4, 5 – have been reflected as part of our initial high level success measures and the Council will work closely with the Wildlife Trust to develop these in more details as part of the delivery plan</p> <p>Point 6 – Climate change is an overarching concern which the vision is seeking to address</p> <p>Point 7 - this is a key part of the vision</p> <p>Point 8 – high quality GI and green walls/roofs is incorporated in the vision</p> <p>Point 9 – Pedestrianisation is being considered as part of the reduction in traffic in the town centre</p> <p>Points 10 & 11 - are a key part of the vision</p> <p>Point 12 – will be fully considered as the TGT Delivery Plan is developed, as well as SWT Council service planning</p> <p>Points 13 & 14 – will be fully considered as the TGT Delivery Plan and new Prosperity / Economic Development Strategy for SWT Council is developed, and when working with partners to plan the delivery of employment sites</p>

Parish Councils and Community Groups

Creech St Michael Parish Council

- Concerned that developers need to sign up to Garden Town Principles.
- Recommend that build rates should be reduced in the future and, the M5 should be recognised as the town boundary. A J24A should be progressed.
- Surrounding local communities need to be recognised more fully in the Vision, not just the development areas.
- Green Wedges should be extended to protect new communities.
- Support self-build.
- Support adopting outcome measures.
- The canal and river need to be promoted and are key linkages together with improved cycling and walking routes.
- Public transport linkages to adjoining rural communities need to be improved.
- Advocate a traffic free town centre, and the need to make the river a more family friendly location in the town. Support the need to improve the bus station.

Staple Grove Parish Council

- Comments focus on the need to deliver the Spine Road as part of the Staple Grove Garden Community, which the PC view as the most important aspect of the new garden community.
- Concerns set out about the proposed construction access & Corkscrew Lane.
- A detailed paper advocating a realignment of the Spine Road is submitted.
- Comments about the HIF bid/award and ensuring clear 'supervision' of the spending of this money.

West Monkton Parish Council

- The Vision itself needs to be more focused and less generic.
- Taunton as a town has lost its identity and its needs refocusing/expressing, with less party politics.
- Need to raise design quality to avoid the 'urban sprawl' of the first phase of the Monkton Heathfield development. MH2 provides an opportunity to deliver higher quality development as befits the Garden Town.
- Concerned that the Council (TDBC) have in times past not been 'strong enough' to resist pressures from the housebuilders which has led to poor quality development.
- Highlight the need for a successful economy and successful local businesses. There is a need for small scale business units; these could be provided as part of the employment development south of Langaller Lane

General Response / Comment

- The Parish Councils and Community Groups are generally supportive of the draft Vision.
- There is a key theme that these communities have felt the outward growth of the town has impacted on them and, that going forward the Garden Town Vision should acknowledge the separate identity of these villages and communities and ensure that this maintained. Many highlight that Green Wedges should be extended.
- Another common theme is a desire not to repeat what are seen as past mistakes which have led to poor quality housing in recent years - 'Delivery is the key'.
- It is a key focus of the Vision that the Council must be proactive and set the lead in order to raise Design Quality and deliver on the Vision. As many Groups highlight, the Councils own projects and public realm works in the town centre and at the railway station need to be delivered and, are key to the success of the town.
- Managing traffic, and ensuring safe and enhanced footpath and cycle routes, including an improved river corridor are again commonly responses.
- Staple Grove Parish Council remain very concerned about the Spine Road which is part of the Staple Grove Planning applications and have suggested an alternative route, which they believe would overcome the need for a construction access.
- Through traffic, parking and the role of the car in new developments are highlighted as key issues which the Vision should refer to and, will need to be addressed as the town grows and the garden communities are developed.
- As with other respondents to the Vision, including the County Council, the Parish and Community Groups highlight that the local economy needs to be given greater emphasis in the Vision, including the needs of small businesses.

Cheddon Fitzpaine Parish Council

- The town centre needs more retail and less charity shops.
- Firepool and the station should be priorities for the town.
- Support for the Vision in principle.
- Need to ensure strong project management to deliver high quality developments.
- Funding is the key to delivering.
- Concern that the Vision cannot deliver improved bus services given the role of bus companies.
- Concern that the document is over-promising and needs to be more focused of deliverable projects.
- The Garden Communities need to be more carefully designed to minimise the impact of parking but also ensure waste collection can be undertaken.

Kingston St Mary Parish Council

- Support the Vision.
- The rural identity of the village has been eroded by the outward expansion of the town. The Vision needs to recognise the importance of the identity of the local communities
- In each of the core themes the Parish Council highlight that 'delivery is the key'.
- Welcome proposals to improve the town centre, and the public realm but, once implemented works need to be properly maintained.
- Concern that TDBC have prioritised housing and cars over people in recent developments.

Trull Parish Council

Welcome the aspirational content of the Vision but set out that infrastructure, incl bus service improvements must be delivered & integrated with new development.

Kingston St Mary Community Partnership

- Support many of the themes set out in the Vision.
- The Kingston gap must be maintained with its views to the AONB.
- Concerned about the impact of through traffic on KSM; the northern orbital should be pursued.
- More generally, footpath and cycle links to KSM need to be safeguarded and enhanced.
- A number of additions to the 'history' section of the Vision are suggested, noting these could be reflected in the Museum and, form a stronger tourist attraction.
- Strong local business is the key to a strong local economy.

Whitmore Area Residents Association

- SCC as Highway and education authority need to be fully 'bought into' the Vision.
- Question the need for high levels of housing growth.
- Green Wedges need to be extended as the town grows.

Developers

Pegasus Group on behalf of Taylor Wimpey Strategic Land

- Support the overall Vision for the Garden Town.
- The Representation promotes for housing development an area of land east of M5, at the hamlet of Haydon. The Developer considers that the development of this land in the future would be consistent with the Vision.

Origin 3 on behalf of Redrow Homes

- Redrow support the Government's August 2018 Garden Towns Prospectus and the 'key qualities' for Garden Towns, set out in that document.
- Redrow note that the 'core needs' in the Vision have been informed by these key qualities.
- Redrow consider much of the design undertaken to date on the Staplegrove site embodies these needs and qualities.
- Support the use of indicators to measure success but caution that housing delivery must not be affected.
- Concern that new 'standards' for housing could be financially onerous and may affect viability.
- Concerned to ensure that the Staplegrove development is not delayed by slippage in the Council's timetable for producing the Design Guide and other supporting documents/strategies.
- Reference is made to the HIF and the need to work closely with the Council

Persimmon Homes South West

- Suggest the Vision needs greater clarity in showing how the town could change and what will the town look like in the future.
- The Vision needs to be realistic in identifying what will change.
- Persimmon suggest design requirements need to be flexible enough to deliver a wide range of development types including housebuilder homes.
- The delivery of homes that locally distinctive in appearance is 'challenging'.
- Support need for improvements to key gateways.
- Concern that the Vision is advocating on street parking solutions rather than on plot, and this could produce unsympathetic designs.
- Persimmon believe their proposals for Monkton Heathfield can contribute positively towards the objectives set out in the Vision.
- Clarity sought on the 'planning status' of the document and its relationship to applications.
- The Delivery Plan needs to involve developers and other key Stakeholders.

General response/comment

Three of the UKs largest housebuilders, Persimmon, Redrow and Taylor Wimpey have responded to the draft Vision. These three Companies, together with their partners, will be delivering the 3 garden communities at Comeytrove, Staplegrove and Monkton Heathfield.

Whilst it is pleasing that the Housebuilders have responded to the draft Vision Consultation, the focus of their comments is on promoting additional development, ensuring that the Vision does not 'frustrate' delivery of housing and concerns about the status of the document.

Since publication of the draft Vision more detailed discussions with these, and other housebuilders have been ongoing at senior level. This has shown the companies to be more receptive to the Vision and in particular recognition of the need to raise design quality and deliver successful, inclusive communities.

The revised Vision sets out more clearly the 'planning' status of the document, and the timescales for the delivery of other Plans and Strategies, including the Delivery Plan.

The Design Guide is under preparation, but the need to provide shorter term advice on design matters and the content applications in the town is acknowledged. A Garden Town 'Checklist' is being prepared.

It has been set out to developers and other stakeholders that delivery of housing is a key objective for the Garden Town. This is part of the Vision.

Somerset West and Taunton Council

Executive – 23 July 2019

Financial Monitoring – WSC and TDBC Outturn Position 2018/19

This matter is the responsibility of Cllr Ross Henley, Portfolio Holder for Corporate Resources

Report Author: Emily Collacott (Finance Business Partner)

1 Executive Summary/Purpose of Report

- 1.1 This report contains information related to WSC and TDBC's financial performance for the 2018/19 financial year. The outturn figures included are provisional subject to external audit review; the findings of which are to be reported to the Audit, Governance and Standards Committee on 31st July this year.
- 1.2 Monitoring the budget is an important part of the Council's performance management framework.
- 1.3 The revenue outturn position for the financial year 2018/19 is as follows:
 - a) The TDBC General Fund (GF) Revenue Outturn position for 2018/19 is a net underspend of £240k (1.7% of Net Budget), after reserve transfers and carry forwards.
 - b) The WSC General Fund (GF) Revenue Outturn position for 2018/19 is a net underspend of £251k (4.6% of Net Budget), after reserve transfers and carry forwards.
 - c) The HRA is a 'Self-Financing' account for the Council's Housing Landlord function, which is budgeted to 'break even' (net of approved transfers to/from HRA Reserves). The HRA Outturn for 2018/19 is a net underspend of £296k (1.1 % of gross income).
- 1.4 The capital outturn position for 2018/19 is as follows:
 - a) The total TDBC General Fund Capital Programme budget is £78.731m, including ongoing schemes from previous years and new schemes approved at the start of and during 2018/19. Of this, £16.611m has already been spent in previous years and a further £15.398m has been spent during 2018/19. The projected spend in 2019/20 and future years is £46.716m (not including new 2019/20 budget approvals). A net underspend of £7k is being reported against the overall approved budget for the Programme.
 - b) The total WSC General Fund Capital Programme budget is £15.233m, including ongoing schemes from previous years and new schemes approved at the start of and during 2018/19. Of this, £1.367m has already been spent in previous years and a further £2.510m has been spent during 2018/19. The projected spend in 2019/20 and future

years is £11.556m (not including new 2019/20 budget approvals). There are no reported variances against the overall approved budgets.

- c) The HRA approved Capital Programme at the end of 2018/19 was £24.886m. This relates to schemes which will be completed over the next five years. The actual expenditure on the Capital Programme during 2018/19 was £11.379m with £13.533m for planned investment to implement approved schemes in future years. There are no reported variances against the total approved programme.

1.5 The General Reserves positions as at 31st March 2019 were:

- a) TDBC was £2.22m, which is £0.52m above the minimum level of £1.70m.
- b) WSC was £0.98m, which is £0.28m above the minimum level of £0.70m.
- c) HRA was £2.72m, which is £0.92m above the minimum level of £1.80m.

1.6 The opening balances for the General Reserves for SWT as at 1st April 2019 were:

- a) General Fund is £3.20m, which is £0.80m above the minimum level of £2.40m
- b) HRA is £2.72m, which is £0.92m above the minimum level of £1.80m.

2 Recommendations

2.1 The Executive reviews the financial performance and end of year position for both WSC and TDBC General Fund and the Housing Revenue Account for TDBC, including pre-approved carry forwards and transfers to earmarked reserves.

2.2 The Executive is recommended to:

- a) Note the reported TDBC General Fund Revenue Budget underspend of £240k in 2018/19 and the TDBC General Reserves Balance of £2.22m as at 31 March 2019.
- b) Note the reported WSC General Fund Revenue Budget underspend of £251k in 2018/19 and the TDBC General Reserves Balance of £0.98m as at 31 March 2019.
- c) Note the reported Housing Revenue Account Budget underspend of £296k in 2018/19 and the TDBC General Reserves Balance of £2.72m as at 31 March 2019.
- d) Note that the assets for sale target for the Transformation Programme was not met in 1819 and therefore the first £1.2m of future sale of assets is required to “payback” the NHB reserve.

3 Risk Assessment

3.1 This is a retrospective report therefore no risk assessment has been completed. Risk assessments regarding budget monitoring were carried out during the year and included with the reports for both WSC and TDBC.

4 Background and Full details of the Report

- 4.1 This report informs Members of both WSC's and TDBC's financial outturn (a comparison of net spending against the budget for the year) for revenue and capital budgets in 2018/19 for the council's General Funds (GF), Housing Revenue Account (HRA) and trading services.
- 4.2 The regular monitoring of financial information was a key element in both WSC and TDBC's Council's Performance Management Framework and is now key for SWT. Crucially it enables remedial action to be taken in response to significant budget variances, some of which may be unavoidable. It also provides the opportunity to assess any consequent impact on reserves and the Council's the Medium Term Financial Plans.
- 4.3 The outturn figures contained in this report are provisional at this stage. The financial outturn has been taken into account when preparing the Council's Statement of Accounts, which was approved by the Strategic Finance Advisor (S151 Officer) on 31 May, and is now subject to review by the Council's External Auditor. Should the External Auditor identify any changes to the Accounts these will be reported the Audit, Governance and Standards Committee on 31st July this year.
- 4.4 The outturn position reported for the General Fund contains some estimated figures for government subsidies on housing benefit and the total of business rates retention funding. These are based on unaudited claims, and it is possible that final figures post-audit could change. Should the final figures differ significantly from those used in this report an updated position will be provided as part of 2019/20 budget monitoring reports.

5 2018/19 Financial Performance

- 5.1 Members will be aware from previous experience that the position can change between 'in-year' projections and the final outturn position, mainly due to demand-led service costs and income levels. The budget monitoring process involves a regular review of all budgets. Budget Holders, with support and advice from their accountants, review the position and update their forecasts based on currently available information and knowledge of service requirements for the remainder of the year. As with any forecast there is always a risk that assumptions and estimates will differ from the eventual outcome, and a number of risks and uncertainties have been highlighted in previous budget monitoring reports.
- 5.2 Forecasting for demand-led services has continued to be a challenge especially in the current economic climate.
- 5.3 The Councils have continued to operate within the framework of their Budget Strategy and the overall financial standing at the end of the financial year is sound. The Reserve balances for the General Fund and the HRA are above their respective recommended minimums. The outturn for both Councils show that they continue to face challenges around profiling capital spend, and we will seek to improve accuracy of forecasting between financial years within the consolidated SWT Capital Programme.

6 Taunton Deane - Revenue Budget Outturn Summary

- 6.1 The General Fund Revenue Outturn position for 2018/19 is a net underspend of £240k (1.7% of Net Budget).

Table 1: TDBC General Fund Revenue Outturn Summary

General Fund Outturn 2018/19	Budget	Outturn	Variance	
	£'000	£'000	£'000	%
Net Cost of Services	17,623	17,553	-70	-0.5%
Interest and Investment Income	-444	-908	-464	-3.4%
Transfers from Earmarked Reserves	-1,704	-1,704	0	-
Transfers from General Reserves	-335	-335	0	-
Deane Helpline	135	166	31	0.2%
Capital and Other Adjustments	-1,500	-1,500	0	-
Net Budget	13,775	13,272	-503	-3.6%
Funding	-13,775	-13,512	263	2%
Variance	0	-240	-240	-1.7%

Note: Negative figures represent income / underspend

- 6.2 The Forecast Outturn as at Quarter 3 (December 2018), after approval to transfer £335k from general reserves for Transformation, was a £124k underspend. The main differences between the reported variances at Quarter 3 and the year-end Outturn are summarised in Table 2 below.

Table 2: Taunton Deane Main Differences between Q3 and Outturn Variances

	Q3	Change	Q4
	£000	£000	£000
Deane Helpline	0	31	31
Planning	76	18	94
Recycling	-76	-19	-95
Waste Collection	102	-58	44
Bereavement Services	-64	-55	-119
Environmental Health	-24	-18	-42
HR	46	0	46
Legal Services	46	-27	19
Conducting Elections	-26	-50	-76
Democratic Services	0	30	30
ICT	45	0	45
Council Tax Collection Costs	22	35	57
Rent Allowances/Rebates	-104	-421	-525
Revenues & Benefits	-163	106	-57
Housing Bed & Breakfast Accommodation	0	309	309
Shopmobility	-20	-1	-21
Leisure	-38	-44	-82
Community Safety	51	4	55
Asset Management	47	199	246

	Q3 £000	Change £000	Q4 £000
Transformation Costs	0	386	386
DLO Grounds & Nursery	100	-274	-174
Insurance	0	35	35
Interest Costs & Investment Income	-144	-320	-464
Business Rates	617	-354	263
Transfer from Earmarked Reserve	-617	354	-263
Other	0	18	18
TOTAL – over / (under) spend	-124	-116	-240

- 6.3 The main variances to budget and significant changes to the Quarter 3 position are explained as follows:
- 6.4 Deane Helpline: Overspend relates to higher cost of agency and staffing costs.
- 6.5 Planning: Increased income of £61k has been invested in the delivery of planning services however, due to the challenging market for planning specialist roles we have required agency staff to backfill which has contributed to increased spending of £155k, giving an overspend of £94k.
- 6.6 Recycling: The service has received additional income from green waste collection services of £95k with demand for the service exceeding budget expectations. This is a demand-led service and the position can fluctuate.
- 6.7 Waste Collection: Additional volume costs (extra properties) of £44k have been charged for the year by Somerset Waste Partnership.
- 6.8 Bereavement Services: This is a demand led service and usage has increased during the year producing additional income for the service of £249k. This has been offset by planned maintenance by contractors, additional staffing of £35k to cover upturn in workload and additional cremator maintenance and repair of £60k and £35k for the purchase, lease and repair of plant and machinery. Giving net additional income of £119k.
- 6.9 Environmental Health: There is additional income of £24k from the WH Smith court case income and staff savings of £18k, resulting in underspend of £42k.
- 6.10 Human Resources: There are additional employee insurance and payroll software costs of £46k.
- 6.11 Legal: Additional costs incurred in respect of legal input required for delivery of major projects.
- 6.12 Conducting Elections: Additional income and reduced election costs has resulted in and underspend of £76k.
- 6.13 Democratic Services: The partial closure of Deane House required the use of additional facilities for committee meetings.

- 6.14 ICT: Smartphone and 8*8 telephony rollout has increased revenue costs by £45k but enables greater efficiency and agile working.
- 6.15 Council Tax Collection: There was a shortfall of income of £57k in respect of reduced recovery action.
- 6.16 Rent Allowances/Rebates: There is a surplus under HB Subsidy arrangements of £525k, due to higher recoupment of rent allowances and rent rebates. (the variance equates to 0.49% of gross expenditure)
- 6.17 Revenues & Benefits: Additional new burdens income of £57k has been received from the government for various welfare reforms.
- 6.18 Housing Bed & Breakfast Accommodation: Cost of Bed and Breakfast expenditure has exceeded budget estimates by £309k. The council has a statutory duty to house people who find themselves homeless. The numbers of homeless have increased in 2018/19 compared to 2017/18. In April the Homelessness Reduction Act placed extra duties on the council to house the homeless until accommodation can be provided. In 2017/18 councils only had a duty to house the homeless for 28 days.
- 6.19 Shopmobility: Savings on electricity, maintenance and grant has given underspend of £21k.
- 6.20 Leisure: An additional contract item for the spa from GLL has not materialised giving a saving of £82k.
- 6.21 Community Safety: There is a budget error in the CCTV contract of £55k.
- 6.22 Asset Management: There is a projected overspend of £246k. The use of agency to cover a number of vacancies staff has led to one-off overspend of £246k on staff costs. This reflects the challenging market for property specialist roles.
- 6.23 Transformation: The overspend within the Transformation programme is due to the Redundancy costs being £1,075k higher than the revised budget of £5,280k, approved by both WSC and TDBC Full Councils in December 2018. £382k of this overspend is funded by saving elsewhere within the transformation programme. This gives a net total estimated overspend of £693k against the approved Transformation budget. Of which £386k is funded by Taunton Deane GF, £114k has been recharged to West Somerset per the agreement and £193k has been charged to the HRA.
- 6.24 DLO Grounds & Nursery: Underspend of £174k relates to a reduction in staffing due to the transformation process. Several senior members of staff left during the year.
- 6.25 Insurance: Premiums have increased during the year giving overspend of £35k.
- 6.26 Interest Costs and Investment Income: Additional investment income of £294k has been received due to improved returns. There has been no long term borrowing in 2018/19 which has given a saving of £170k in interest costs.
- 6.27 Business Rates: The forecast of Business Rates (BR) retained income is £263k lower

than the 2018/19 budget. This is primarily due to accounting timing differences, where business rates income is projected to exceed budget – which will be received through the Collection Fund Surplus in 2019/20 – but this leads to a higher levy costs which we must account for in this financial year. The increase income reflects net growth, reduced provisions for appeals/refunds and a higher compensation factor allowed against Small Business Rates Relief. The budget assumed 50% whereas the actual percentage is 69.7%. S31 grants are also lower than budgeted. This has been offset by a contribution from the BR smoothing reserve, therefore it doesn't impact the bottom line position.

- 6.28 The Council is part of the Somerset Business Rates Pool and should receive a pool dividend for its sharing of the pooling gain, which is currently estimated at £716k (subject to audit). The majority of this will be needed to meet the approved funding for transformation programme and transition resources approved by the Council in December 2018. The balance has been set aside within the Business Rates Smoothing Reserve.

7 Taunton Deane – Carry Forwards

- 7.1 In arriving at the net underspend of £240k for 2018/19 there are £928k of budget carry forwards, which have been approved by the S151 Officer under delegated powers. These are summarised and explained below:

Table 3: Taunton Deane Carry Forwards

		£
Parks Improvement Grant	Grant from MHCLG for parks improvement. Used for operation clean sweep.	18,430
Leisure Procurement	Balance of funding required for ongoing support for leisure procurement.	25,000
Housing Enabling	Funding for the development of new housing around the Hinkley area.	565,760
Homelessness	Grant empowers councils to support the full range of homelessness services to prioritise homelessness prevention.	202,570
Cricket World Cup	Funding approved for the Cricket World Cup and projects to enhance the town.	37,000
MHCLG EU Exit Prep	Communications work which has been delayed due to the delay in Brexit.	17,480
Operation Clean Sweep	Monies received from MHCLG for cleaning the city used for operation clean sweep.	20,580
Finance	Required upgrade of the e5 finance system was delayed.	41,500
Total Carry Forwards		928,320

8 Taunton Deane Business Rates

- 8.1 The Business Rates Retention (BRR) funding system is proving to be both challenging and volatile, with the Council facing significant risks particularly in respect of appeals against rateable values by rate payers. The required accounting arrangements also

result in some 'timing differences' which can skew the funding position across financial years.

- 8.2 TDBC's share of business rates funding is directly linked to the total amount of business rates due and collected in the area. The amounts credited to the General Fund Revenue Budget in 2018/19 are based on business rates yield and BRR figures from different sources – a combination of the 2018/19 NNDR1 (Original Budget Estimate) and the 2018/19 NNDR3 (End of Year position):

Business Rates Funding Timing Differences

In Year Funding based on NNDR1 Original Budget Estimates (fixed amount for the year based on budget):
<ul style="list-style-type: none"> • 40% Standard Share of BR Income • Tariff to Government • Share of Previous Year's Collection Fund Surplus/Deficit
In Year Funding based on NNDR3 actual amounts due for the year (variable amount for the year based on actuals):
<ul style="list-style-type: none"> • Section 31 Grant (Government-funded Reliefs/ Discounts) • Levy Payment to Government • Safety Net Receipt from Government

- 8.3 At the end of the financial year there will be a Surplus or Deficit on the Business Rates Collection Fund, and this sum will be distributed in future years based on Standard Shares – so 40% for Taunton Deane Borough Council.
- 8.4 The following table summarises the net position in respect of retained business rates funding for Taunton Deane in 2018/19 based on required accounting entries.

Table 4: Business Rates Funding Outturn 2018/19

	Original Budget	Actual
	£000	£000
40% Share of Business Rates Income	-15,219	-15,219
Tariff to Government (fixed amount)	12,781	12,781
Section 31 Grant funding for enhanced Small Business Rates Relief/Flooding Relief/Retail Reliefs	-1,358	-1,519
Renewable Energy Rates – 100% retained by TDBC	-171	-166
50% Levy Payment	375	793
Sub Total	-3,592	-3,330
Previous Year's Collection Fund Deficit	937	937
Sub-Total Retained Business Rates Funding 2018/19	-2,655	-2,393
Business Rates Pool Dividend	0	-716
Total Retained Business Rates Funding 2018/19	-2,655	-3,109

- 8.5 Taking into account the inherent risks and uncertainties within the retention system, together with accounting timing differences referred above, a prudent balance is maintained in the Business Rates Smoothing Account Reserve. The balance on this reserve as at March 2019 is £1.605m providing funding to offset future Collection Fund

deficits plus resilience to further funding volatility in future years.

9 Taunton Deane - General Reserves

9.1 The following table summarises the movement on the General Reserves Balance during the year.

Table 5: General Reserve Balance

	£'000
Balance Brought Forward 1 April 2018	2,299
Transformation Programme	-335
Technical Accounting Adjustment	19
Budgeted Balance 31 March 2019	1,983
Outturn 2018/19	240
Balance Carried Forward 31 March 2019	2,223
Recommended Minimum Balance	1,700
Balance above recommended minimum	523

9.2 The balance as at 31 March 2019 (subject to audit) is £2.223m. This is £523k above the recommended balance of £1.7m, and a net reduction of just £76k compared to the opening balance.

9.3 Keeping reserves stable is important for financial resilience. In view of the financial risks within the 2019/20 budget for SWT and the financial uncertainty around business rates funding beyond 2019/20, holding reserves above the minimum requirement is recommended.

10 Taunton Deane – General Fund Earmarked Reserves – Appendix A

10.1 The Council can also set aside funds for specific purposes to be used in future years. **Appendix A** provides a summary of the earmarked reserves and their movement during the year. The proposed balance carried forward to support General Fund spending in future years is £14.194m. This balance has decreased by £7.512m during the year.

10.2 Taken out of context, reductions in reserves may be seen as a potential sign of future financial stress. For TDBC (and WSC) the reduction in earmarked reserves reflects planned spending on one-off costs rather than a general ‘propping up’ of the annual budget. However, the risks in particular relate to:

- Use of reserves to fund transition and service resilience one-off costs, that relies on successful benefit realisation for ongoing financial performance;
- Use of £1.2m from NHB reserves to cover for timing of flexible capital receipts – which needs this value of capital income to be secured during 2019/20 or 2020/21.

11 Taunton Deane - Deane DLO Trading Account

11.1 Due to the changes in the structure of the DLO in the year 2017/18 only the grounds maintenance service remains within the DLO in 2018/19. NB with the instigation of the

new Council in April 2019 there will be no areas of work reported as a separate trading account after 2018/19.

- 11.2 The following table provides a summary of the financial performance during the year. The difference between the outturn position and table 6 is capital charges which are shown in the trading account to reflect the true position but for the outturn are reversed as part of the technical accounting adjustments required for the Statement of Accounts.

Table 6: Grounds DLO Trading Account Position

DLO Trading Account	£000
Total Income	-3,486
Operating Costs	3,212
Net Operating Income	-274
Recharges and Capital Charges (excluding IAS19 accounting adjustments)	100
Net surplus for the Year	-174

12 Taunton Deane - Deane Helpline Trading Account

- 12.1 The Deane Helpline has reported a net deficit of £0.166m for the year. As the Council set a deficit budget of £0.135m the outturn reflects a net overspend of £0.031m against the final budget and represents the net cost of the service to the General Fund. The summary of the trading account is as follows:

Table 7: Deane Helpline Trading Account Position

Deane Helpline Trading Account	£000
Total Income	-1,127
Operating Costs	1,125
Net Operating Income	-2
Recharges and Capital Charges (excluding IAS19 accounting adjustments)	168
Net Deficit for the Year	166
Budget for the Year	135
Overspend against Budget	31

13 Land Charges, Licensing and Taxi Licensing

- 13.1 Under regulations the Council needs to report how its Licencing and Land Charges services perform in the financial year. These services set fees and charges based on estimated reasonable costs, and aim to break even each year. However, due to fluctuations in demand and costs the services may report an under- or over-recovery in any one year and the Council therefore transfers any surplus/deficit to a self-financing reserve. During the next round of fees and charges setting adjustments will be made with the view achieving a break-even position on a three year rolling basis.

Table 8: Licensing and Land Charges Self-Financing Reserves

	Balance Brought Forward £	Under/(over)-recovery £	Balance Carried Forward £
Land Charges	(99,550)	(72,550)	(27,000)
Licencing	19,823	21,300	41,123
Taxi-Licencing	0	25,000	25,000

14 Taunton Unparished Area Fund (Special Expenses)

- 14.1 The Council sets an annual budget for the Unparished Area of Taunton, which is funded through a “Special Expenses” Council Tax charge to households in the area plus funding provided towards the impact of Council Tax Support on the Unparished area tax base. The following table summarises the income and expenditure for the Fund in 2018/19.

Table 9: Unparished Area Fund Income and Expenditure

	£	£
Fund balance brought forward 1 April		-58,456
Special Expenses Precept and CTRS Grant for 2018/19		-45,534
<i>Expenditure funded in the year:</i>		
Clear Mount Walk of overgrowth	1,152	
Holway Local Action Group – litter pick	720	
Wilton & Sherford Community Association - noticeboard	700	
Samaritans – equipment for outreach team	2,044	
YMCA – Heating system	2,450	
Priorswood Community Centre - handrails	2,047	
Taunton Pubwatch – Insurance etc:	675	
Beadon Rd and Allington Close – metal benches	2,200	
Allington Close – Concrete table tennis table	2,100	
Stand Against Violence – Prevention workshops in schools	1,200	
Rowbarton Allotments – shackle padlocks	889	
1 st Taunton St Peter’s Guides – cost of hall hire and census	330	
Hamilton Park Playing Fields - noticeboard	237	
6ft Tommy’s War Remembrance	1,294	
Total Expenditure		18,038
Fund Balance in hand carried forward 31 March		-85,952

Note: minus (-) = funds in hand

- 14.2 The Fund is generally used to support minor works, worthwhile community activities and individual projects. Bids for funding are considered by the Unparished Area Panel, and allocations to third parties have been published in the Weekly Bulletin through the year. The Taunton Charter Trustees have requested the new Council transfer responsibility for the Unparished Area Fund to them in 2019/20, as separately reported.

15 Taunton Deane - General Fund Capital Programme – Appendix B

- 15.1 The total capital programme budget, including schemes brought forward from previous years, is £78.731m. Of this, £16.611m has already been spent in previous years and a

further £15.398m has been spent during 2018/19. The projected spend of approved budget profiled into future years is £46.716m. A net underspend of £7k is being reported against the overall approved budget for the Programme. A summary of the General fund Capital Programme and outturn for the year, is included in **Appendix B**.

15.2 The main areas of spend during the year includes:

- £3.1m on Growth Programme schemes
- £0.9m on transformation capital costs
- £2.1m on site and lease acquisition at Lisieux Way in Taunton
- £4.5m on Deane House project
- £0.7m on loan to Somerset Coast YMCA for Hotel in Taunton
- £0.5m on Disabled Facilities Grants

16 Taunton Deane – Housing Revenue Account (HRA)

16.1 The HRA is a ‘Self-Financing’ account for the Council’s Housing Landlord function, which is budgeted to ‘break even’ (net of approved transfers to/from HRA Reserves). The HRA Outturn for 2018/19 is a net underspend of £296k (1.1% of gross income). Table 10 below shows a high level summary of the outturn position.

Table 10: HRA Outturn Summary

	Budget £'000	Outturn £'000	Variance	
			£'000	%
Gross Income	-26,644	-26,641	3	-
Service Expenditure	14,302	14,079	-223	-2.21%
Other Operating Costs and Income	7,898	7,764	-134	-0.8%
Unearmarked Reserve Transfers	13	0	-13	-
Capital Financing and Debt Repayment	4,431	4,502	71	0.2%
Total	0	-296	-296	-1.1%

16.2 The Forecast Outturn as at Quarter 3 (December 2018) was £356k, after approval to transfer £356k from HRA general reserves for Transformation. Subsequent budget variances lead to a net surplus of £296k at the end of the financial year. The main differences between the reported variances at Quarter 3 and the year-end Outturn are summarised in Table 11 below.

Table 11: Main Differences between Q3 and Outturn Variances

	Q3 £000	Change £000	Q4 £000
Leasehold Income	-65	11	-54
Housing Management	-351	-486	-837
Grounds Maintenance	122	256	378
Building Services	0	-250	-250
Responsive Maintenance	-172	132	-40
Voids	0	439	439
Insurance	93	0	93
Interest Receivable	66	73	139

	Q3 £000	Change £000	Q4 £000
Interest Payable	0	-68	-68
Movement in Bad Debt	0	-296	-296
Depreciation	0	130	130
Transformation	0	193	193
Others	-49	-74	-123
Total	-356	-60	-296

- 16.3 The main variances to budget and significant changes to the Quarter 3 position are explained as follows:
- 16.4 Leasehold Income: Income from leaseholders was forecast to be higher than budgeted by £65k in Qtr3 to reflect the increased cost of maintenance on shared blocks. The final outturn is £54k higher than budgeted.
- 16.5 Housing Management: There have been significant spending reductions seen in tenant empowerment, the service development team and supported housing due to a number of vacant posts which had contributed to the forecast underspend of £351k in Qtr3. The final outturn is £837k underspent is mainly due to the aforementioned vacancies (£630k), a reduction in travel costs (£33k) a reduction in grant spend (£80k) and also due to an underspend against budget on Projects (£94k) due to a focus on Transformation activities.
- 16.6 Grounds Maintenance: a new service level agreement came into force from 18/19 onwards that did not reflect the budget that had been set for 2018/19 which has resulted in the overspend £378k.
- 16.7 Building Services: The final outturn position for building services is an underspend of £250k against budget due to £150k over recovery of income on external jobs and £100k underspend on costs.
- 16.8 Responsive Maintenance: A forecast underspend on responsive maintenance costs was forecasted in Qtr3 of £172k. This was due to a reduction on subcontractor spend as a result of better scheduling and securing cover for vacant posts. The final outturn position was underspend of £40k. Although electrical contractor spend was reduced as suggested, other areas of contractor spend increased due to losing key skills within the workforce during Transformation, which will be addressed through the recruitment process. There was also a great amount of drainage work undertaken, which has triggered a review with a view to capitalising some of this work in a programme.
- 16.9 Voids: The final outturn position on Voids is overspend of £439k. Although the volume of voids has remained approximately the same as previous years, there has been an increase in the amount of 'major' voids we have undertaken as opposed to a 'minor' voids. A major void is a property in significant state of disrepair, and/or requires upgrades to high cost components such as kitchens, bathrooms and heating systems. Typically the ratio annually is 75:25 minor : major, but for 2018/19 this ratio changed to around 50:50 minor : major.

- 16.10 Insurance: Insurance costs were reported to overspend by £93k in Qtr3 as seen in the final outturn position. This increase in price levied by our insurers is predominantly as a result of the windstorm/flood modelling but also linked in with the historic global catastrophes (the 3 hurricanes in one year), Grenfell tower and the fact re-insurance costs are increasing.
- 16.11 Interest Receivable: In Qtr3 it was reported that changes to reserve balances meant that the interest received on investments was forecast to be lower than budgeted by £66k. The final outturn position was that no interest receivable was received due to a reduction in investments and an increase in spending.
- 16.12 Interest Payable: The final amounts of interest payable on our loans was £68K less than budgeted due the continuation of low Bank of England base rates on some of our variable loans and lower rates of new borrowing than anticipated.
- 16.13 Movement in Bad Debt: Whilst Universal Credit for new claimants has been fully implemented, existing claimants still remain on the old scheme with no confirmation of when they may transfer. As a consequence recovery of debts remains higher than expected with a reduction in impairment of bad debts by £93k (against a budgeted increase of £69k), giving an underspend of £162k. However we have also seen £299k worth of debts being written off and funds of £433k being released from earmarked reserves resulting in a net underspend of £134k.
- 16.14 Depreciation: the revaluation of the componentisation of depreciation for dwellings at year end for 2018/19 was over budget by £279k, which was partially offset by underspend on the depreciation calculations for other land and buildings of £149k. These are yearend accounting adjustment that cannot be forecasted prior to closing the final accounts.
- 16.15 Transformation: The HRA share of overspend within the Transformation programme due to higher redundancy costs. (see 6.23).

17 HRA Un-earmarked Reserves

- 17.1 The following table summarises the movement on the HRA General Reserve Balance.

Table 12: HRA Reserve Balance

	£'000
Balance Brought Forward 1 April 2018	2,778
Transformation Programme Funding	-356
Outturn 2018/19	296
Balance Carried Forward 31 March 2019	2,718
Recommended Minimum Balance	1,800
Balance above recommended minimum	918

- 17.2 The balance at 31 March 2019 (subject to audit) is £2.718m and is £918k above the recommended balance of £1.800m.

18 HRA Earmarked Reserves – Appendix A

- 18.1 The Council can also set aside HRA funds for specific purposes to be used in future years. **Appendix A** provides a summary of the HRA earmarked reserves and the movements during the year. The balance at 31 March 2019 committed to support spending in future years is £2.719m.
- 18.2 The HRA earmarked reserves balance includes the Social Housing Development fund at £1.340m. Also included within these reserves is £474k for the Electrical Testing contract.

19 HRA – Proposed Carry Forwards

- 19.1 In arriving at the net overspend for 2018/19 there are £161k of budget carry forwards. These are summarised and explained below:

Table 13: HRA Carry Forwards

		£
Housing Enabling	Funding from Government ring fenced for North Taunton regeneration projects	161,230
Total		161,230

20 HRA Capital Programme – Appendix B

- 20.1 The HRA approved Capital Programme at the end of 2018/19 was £24.886m. This relates to schemes which will be completed over the next five years. The Council is supporting this investment through the use of Capital Receipts, Revenue Funding and Borrowing. The actual spend on the Capital Programme during 2018/19 was £11.379m with £13.534m being carried forward to be spent in future years.
- 20.2 The major areas of capital spend during the year related to the capital maintenance for the existing housing stock and the development and acquisition of new stock. The HRA Capital Programme and outturn for the year is included in Appendix B.

21 West Somerset - Revenue Budget Outturn Summary

- 21.1 The General Fund Revenue Outturn position for 2018/19 is a net underspend of £251k (4.6% of Net Budget). Table 13 below provides a high-level summary of the outturn position:

Table 14: West Somerset GF Outturn Summary

General Fund Outturn 2018/19	Budget	Outturn	Variance	
	£'000	£'000	£'000	%
Net Cost of Services	8,157	7,952	-205	-3.8%
Capital Financing	-1,852	-1,852	0	-
Interest and Investment Income	120	74	-46	-0.8%
Transfers from Earmarked Reserves	-848	-1,071	-223	-4.1%
Transfers from General Reserves	-170	-170	0	-
Net Budget	5,407	4,933	-474	-8.7%

General Fund Outturn 2018/19	Budget	Outturn	Variance	
	£'000	£'000	£'000	%
Funding	-5,407	-5,184	223	4.1%
Variance	0	-251	-251	-4.6%

21.2 The Forecast Outturn as at Quarter 3 (December 2018) after approval to transfer £170k from the general reserve for Transformation, was a net underspend of £380k. The main differences between the reported variances at Quarter 3 and the year-end Outturn are summarised in Table 10 below.

Table 15: West Somerset Main Differences between Q3 and Outturn Variances

	Q3 £000	Change £000	Q4 £000
Street Cleansing/Public Conveniences/Waste	-55	-35	-90
Environmental Health/Private Sector Renewal	-66	-17	-83
Member Services	-17	10	-7
Planning	-88	91	3
Off-street Parking	0	-35	-35
HR/Legal/Facilities	11	42	53
Finance	0	-14	-14
Estates/Assets	0	-102	-102
Elections	-22	2	-20
Rent Allowances/Rebates	-42	130	88
Revenues/Benefits	-60	47	-13
Interest Payable & Receivable	-41	-5	-46
Business Rates	433	-211	222
Reserve Transfers	-433	211	-222
Other		15	15
TOTAL – over / (-)underspend	-380	129	-251

21.3 The main variances to budget and significant changes to the Quarter 3 position are explained as follows:

21.4 Street Cleansing/Public Conveniences/Waste: There is a waste contract saving of £12k. PCs underspend of £13k are business rates and utility savings. There are Street Cleansing contract savings of £65k. Resulting in an overall underspend of £90k.

21.5 Environmental Health/Private Sector Renewal: Underspend of £38k is due to additional income from pest control service and water sampling service. There is also a saving on the Home Improvement Agency contracts of £45k.

21.6 Member Services: There is a saving of £7k on member allowances as not all members took up their full allowance.

21.7 Planning: Additional application fees of £129k has been offset by additional agency staffing and consultancy costs of £132k.

21.8 Off-street Parking: Additional income from parking fees.

- 21.9 Human Resources/Legal/Facilities: There is overspend in agency staffing costs of £38k. Legal costs in respect of work carried out for West Somerset by the legal partnership is £9k higher than had been budgeted for. Overspend on Facilities of £6k is due to increased security costs and cleaning which is now contracted out.
- 21.10 Finance: The additional agency staffing costs of £25k was offset by not using the £39k for revenue funding of capital expenditure.
- 21.11 Elections: There are savings on election expenditure of £20k.
- 21.12 Estates/Assets: Savings on asset maintenance works of £94k and additional rental income from Roughmoor Enterprise Centre of £21k has been reduced by £13k of increased rent and business rates expenditure.
- 21.13 Rent Allowances/Rebates: There is a deficit under the Housing Benefit subsidy arrangements of £88k.
- 21.14 Revenues and Benefits: Additional grant income from government in respect of welfare reforms is offset by the lower court cost income due to reduced recovery action.
- 21.15 Interest Payable and Receivable: There is an underspend of £5k on interest payable as there was no need to take on external loan borrowing during 2018/19, plus £41k additional investment interest income due to improved returns.
- 21.16 Business Rates: The prediction of Business Rates retained income is £222k lower than the 2018/19 budget. This is primarily down to paying a larger levy than budgeted for as the Council's income has risen due to higher compensation factor allowed against Small Business Rates Relief. The budget assumed 50% whereas the actual percentage is 65.2%. This has been offset by a contribution from the BR smoothing reserve, therefore it doesn't impact the bottom line position.
- 21.17 The Council is part of the Somerset Business Rates Pool and should receive a pool dividend for its sharing of the pooling gain, which is currently estimated at £555k. The aim of pooling is to increase funding to support measures for delivering financially sustainable council services and investing in growth and infrastructure initiatives.

22 West Somerset – Carry Forwards

- 22.1 In arriving at the net underspend of £251k for 2018/19 there are £207k of budget carry forwards. These are summarised and explained below:

Table 16: West Somerset Carry Forwards

		£
West Somerset House	Refurb of West Somerset House office space.	40,000
Operation Clean Sweep	Monies received from MHCLG for cleaning the area used for operation clean sweep.	6,112
Parks Improvement Grant	Grant from MHCLG for parks improvement. Used for operation clean sweep.	10,000

		£
Homelessness	The grant empowers councils to support the full range of homelessness services giving councils the flexibility to prioritise homelessness prevention.	126,959
MHCLG EU Exit Prep Monies	Communications work which has been delayed due to the delay in Brexit.	17,480
West Somerset Opportunity Area	Funds are required for projects that the Council is delivering in 2019/20 under the West Somerset Opportunities Area programme.	6,240
Total		206,791

23 West Somerset – General Reserves

23.1 The following table summarises the movement on the General Reserves Balance during the year.

Table 17: General Reserve Balance

	£'000
Balance Brought Forward 1 April 2018	899
Transformation Programme funding	-174
Outturn 2018/19	251
Technical Accounting Adjustment	5
Balance Carried Forward 31 March 2019	981
Recommended Minimum Balance	700
Projected Balance above recommended minimum	281

23.2 The balance as at 31 March 2019 (subject to audit) is £981k. This is £281k above the recommended balance of £700k.

23.3 As with the TDBC closing balance, keeping reserves stable is important for financial resilience in the face of future financial risks.

24 West Somerset Council – General Fund Earmarked Reserves – Appendix C

24.1 The Council can also set aside funds for specific purposes to be used in future years. **Appendix C** provides a summary of the earmarked reserves and their movement during the year. The proposed balance carried forward to support General Fund spending in future years is £4.048m. This balance has decreased by £201k during the year.

25 West Somerset - General Fund Capital Programme – Appendix D

25.1 The total capital programme budget including schemes brought forward from previous years is £15.233m. Of this, £1.366m has already been spent in previous years and a further £2.510m has been spent during 2018/19. The projected spend to be carried forward is £11.357m. A net underspend of nil is being reported against the overall approved budget for the Programme. A summary of the General fund Capital Programme and outturn for the year, is included in **Appendix D**.

26 West Somerset Business Rates

- 26.1 The following table summarises the net position in respect of retained business rates funding for the Council in 2018/19 based on required accounting entries.

Table 18: Business Rates Funding Outturn 2018/19

	Original Budget £'000	Actual £'000
40% Share of Business Rates Income	-6,662	-6,662
Tariff to Government (fixed amount)	4,913	4,913
Section 31 Grant funding for enhanced Small Business Rates Relief/Flooding Relief/Retail Reliefs	-730	-736
Renewable Energy Rates – 100% retained by TDBC	-30	-29
50% Levy Payment to Government	545	773
Sub Total	-1,964	-1,741
Previous Year's Collection Fund Deficit	-396	-396
Sub-Total Retained Business Rates Funding 2018/19	-2,360	-2,137
Business Rates Pool Dividend	0	-555
Total Retained Business Rates Funding 2018/19	-2,360	-2,692

27 Transformation Programme

- 27.1 The estimated overall costs of implementing the Transformation Programme and Creating a New Council were approved in the High Level Business Case approved by TDBC Full Council in July 2016 and WSC Full Council in September 2016. The total estimated costs approved were £7.1m. In December 2018 both WSC and TDBC's Full Council's approved the increase to the transformation programme of £2.4m, giving a revised programme budget of £9.5m.
- 27.2 When the high level business case for transformation was prepared it was thought that the majority of spend relating to technology would be able to be capitalised. As the project has progressed this has not been the case. We weren't able to capitalise all the costs for the Firmstep platform, some system consolidations and a few other minor items. Part of the agreed funding for the capital part of the high level business case was from revenue resources and therefore this funding has been reallocate from capital to revenue. The capital programme budgets remaining for SWT will be updated to reflect this change.
- 27.3 The table below shows the current spend position for the transformation programme. As previously mentioned the redundancy costs are £1,075k higher than the revised budget of £5,280k, approved by both WSC and TDBC Full Councils in December 2018. £382k of this overspend is funded by saving elsewhere within the transformation programme. There are still items to be delivered from the programme, mainly around IT, and therefore it is estimated that £1.13m will be spent in 2019/20. Therefore this gives a net estimated overspend of £693k against the total approved Transformation budget, which has been funded within the 2018/19 financial year.

Table 19 – Transformation Costs

	West Somerset £'000	Taunton GF £'000	Total GF £'000	HRA £'000	Grand Total £'000
Revenue					
2016/17	5	25	30	0	30
2017/18	89	531	620	310	930
2018/19	290	961	1,251	529	1,780
2019/20 onwards			294	113	407
Total Revenue	384	1,517	2,195	952	3,147
Capital					
2016/17	0	5	5	0	5
2017/18	26	144	170	0	170
2018/19	75	288	363	168	531
2019/20 onwards			9	3	12
Total Capital	101	437	547	171	718
Redundancy	1,161	3,489	4,650	1,705	6,355
Total Transformation	1,646	5,443	7,392	2,828	10,220

27.4 During 2018/19 the assets for sale target within the High Level Business case for TDBC had not been met. Therefore £1.2m was used from NHB reserves (as per the Full Council decision) to cover the costs incurred curing 2018/19 regarding the use of flexible capital receipts. This requires the first £1.2m of assets sale income secured during 2019/20 or 2020/21 to be ring-fenced to replenish the NHB reserve.

28 Somerset West and Taunton Council

28.1 The reserves balances as at 31st March 2019 from both West Somerset Council and Taunton Deane Borough Council have been amalgamated to become the opening balances for Somerset West and Taunton as at 1st April 2019. Tables 20 and 21 below show the positions for the GF and HRA.

28.2 The Shadow Authority approved a capital programme for Somerset West and Taunton in February 2019. The approved capital budgets for the new authority were £17.774m for the General Fund, including part of the overall allocations for NHB Growth Schemes and Community Infrastructure Levy, and £9.586m for the HRA.

29 Somerset West and Taunton General Reserves

29.1 As part of budget setting it was agreed to use £15k of general reserves for climate change. Therefore the balance as at 31 March 2020 is forecast as £3.189m. This is £789k above the recommended balance of £2.4m

Table 20: General Fund General Reserve Balance

	£'000
Balance transferred from Taunton Deane Borough Council	2,223
Balance transferred from West Somerset Council	981
Opening Balance 1 April 2019	3,204
Approved use in 19/20 budget for Climate Change	-15
Current Balance	3,189
Recommended Minimum Balance	2,400
Projected Balance above recommended minimum	789

- 29.2 During 2019/20 there is no planned use of the HRA Unearmarked Reserve Balance therefore the balance as at 31 March 2020 is forecast as £3.204m. This is £918k above the recommended balance of £1.8m.

Table 21: HRA Un-earmarked Reserve Balance

	£'000
Opening Balance 1 April 2019 transferred from TDBC	2,718
Current Balance	2,718
Recommended Minimum Balance	1,800
Projected Balance above recommended minimum	918

30 Somerset West and Taunton Earmarked Reserves – Appendix E

- 30.1 Appendix E provides a summary of the earmarked reserves and the movement to date held by Somerset West and Taunton. The General Fund total after 2019/20 budget transfers and 2018/19 carry forward approvals is £23.089m. The HRA is £2.532m.

31 Somerset West and Taunton Capital Programme – Appendix F and G

- 32 **Appendix F** shows the General Fund Capital programme for SWT including the slippage from the predecessor authorities. This totals £69.215 million, comprising the original approved budget of £17.774 million and slippage of £39.886 million from TDBC and £11.555 million from WSC.

- 32.1 **Appendix G** shows the HRA Capital programme for SWT including the slippage from TDBC. This totals £23.093 million, comprising the original approved budget of £9.586 million and slippage of £13.507 million from TDBC.

33 Link to Corporate Aims / Priorities

- 33.1 The financial performance of the Council underpins the delivery of corporate priorities and therefore all Corporate Aims.

34 Finance/Resource Implications

- 34.1 Contained within the body of the report.

35 Legal Implication

35.1 There are no legal implications associated with this report.

36 Environmental Impact Implications

36.1 None for the purpose of this report.

37 Safeguarding and/or Community Safety Implications

37.1 None for the purpose of this report.

38 Equality and Diversity Implications

38.1 None for the purpose of this report.

39 Social Value Implications

39.1 None for the purpose of this report.

40 Partnership Implications

40.1 A wide range of council services are provided through partnership arrangements e.g. GLL (formerly Tone Leisure) for leisure services and Somerset Waste Partnership for Waste and Recycling services. The cost of these services is reflected in the Council's financial outturn position for the year.

41 Health and Wellbeing Implications

41.1 None for the purpose of this report

42 Asset Management Implications

42.1 None for the purpose of this report.

43 Data Protection Implications

43.1 None for the purpose of this report.

44 Consultation Implications

44.1 None for the purpose of this report.

45 Scrutiny Comments / Recommendation(s)

45.1 The chair of the Scrutiny request that the report be taken to the August meeting for review. Therefore there are no scrutiny comments to report.

Democratic Path:

- Executive – 23 July 2019
- Full Council – 30 July 2019
- Scrutiny Committee – 07 August 2019

Reporting Frequency: Annual

List of Appendices (delete if not applicable)

Appendix A	TDBC General Fund and Housing Revenue Account Earmarked Reserves Summary
Appendix B	TDBC General Fund and Housing Revenue Account Capital Programme Outturn Summary
Appendix C	WSC General Fund Earmarked Reserves Summary
Appendix D	WSC General Fund Capital Programme Outturn Summary
Appendix E	SWT General Fund and HRA Earmarked Reserves Summary
Appendix F	SWT General Fund Capital Programme Summary
Appendix G	SWT Housing Revenue Account Capital Programme Summary

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Summary of Earmarked Reserves 2018-19 General Fund and Housing Revenue Account

APPENDIX A

Budget Holder	Earmarked Reserve Heading	Balance at 1 April £	Transfers In £	Transfers Out £	Balance at 31 March £	Purpose of Reserve
General Fund						
James Hassett	CEO Initiatives	143,361	0	-93,360	50,001	To allow the Head of Paid Services to fund strategic corporate costs.
Elisa Day	Elections	112,651	21,530	-45,912	88,269	Funding for 2019 elections
Joe Wharton	Brewhouse Refurbishment	94,025	55,675	0	149,700	This reserve relates to a sum agreed by members to carry out routine maintenance on the Brewhouse. This sum is therefore required going forwards to support that routine maintenance programme on our asset.
Nick Bryant	Local Plan Enquiry General Provisions (LDF)	89,102	218,000	-69,500	237,602	Required to fund preparation of statutory plans for site allocation and project management.
Dan Webb	Planning Delivery Grant (Revenue)	40,475	0	0	40,475	From Central Government to support growth
Nick Bryant	Growth and Regeneration (NHB)	7,614,642	3,723,608	-5,170,377	6,167,873	Earmarked to deliver the council's growth agenda
Nick Bryant	Neighbourhood Planning Grant	121,836	0	0	121,836	To cover adhoc planning costs
Julie Harcombe	Monkton Heathfield Planning	459,145	0	-111,734	347,411	Contributions towards planning staffing costs
Julie Harcombe	Specialised Planning Legal	33,580	0	-33,580	0	Committed for various reasons including supporting our Planning Guarantee requirements, staff funding and additional legal advice.

Summary of Earmarked Reserves 2018-19 General Fund and Housing Revenue Account

APPENDIX A

Budget Holder	Earmarked Reserve Heading	Balance at 1 April £	Transfers In £	Transfers Out £	Balance at 31 March £	Purpose of Reserve
Nick Bryant	Garden Town Grant	913,524	550,000	-519,107	944,417	Ring-fenced
Catrin Mathias	Asset Management - Tone Leisure	189,106	0	-52,090	137,016	Earmarked for asset management for leisure facilities.
Jo Humble	Housing Enabling	202,835	0	-182,938	19,897	Committed to the affordable housing development partnership.
Catrin Mathias	Asset Management –	81,248	0	-81,248	0	To fund maintenance and property costs
Heather Stewart	Housing Loans to Private Sector Mortgagees	10,378	0	-10,378	0	Costs of repossessions etc
Heather Stewart	Youth Homelessness Fund	3,936	0	0	3,936	To fund initiatives
Lisa Redston	Voluntary and Community Grants	2519	0	0	2,519	Voluntary and Community grants to be allocated
Heather Stewart	CLG Preventing Repossessions Fund	25,632	0	0	25,632	Government grant to prevent people becoming homeless
Heather Stewart	Housing Benefit Grant	1,575	0	0	1,575	This includes assistance with service charge arrears and tenancy sustainment
Nick Bryant	Strategy	926	0	-526	400	To be used in-year. Somerset Intelligence Network fee
Mark Leeman	Youth Fund Youth Project	1,955	0	-1,955	0	Earmarked for Youth Projects – To be drawn down in year.
Heather Stewart	Homelessness Grant	163,766	0	-163,766	0	Used for preventative partnership initiative work

Summary of Earmarked Reserves 2018-19 General Fund and Housing Revenue Account

APPENDIX A

Budget Holder	Earmarked Reserve Heading	Balance at 1 April £	Transfers In £	Transfers Out £	Balance at 31 March £	Purpose of Reserve
James Barrah	Asset Strategy	33,176	0	-33,176	0	To facilitate the asset mgt strategy via the adhoc use of additional resources. This will be used in-year
James Barrah	Customer Access & Accommodation Project	1,518,534	0	-1,518,534	0	All committed to the project, used in 18/19
Paul Fitzgerald	Capital Financing Reserve –	675,928	0	-26,329	649,599	This reserve has accumulated due to unused RCCO and so could be called upon to fund capital budgets.
Scott Weetch	CCTV	10,000	0	0	10,000	This will be needed in the current year to upgrade some of the equipment in the control room at Sedgemoor.
Alison North	Corporate Training	130,685	0	-42,144	88,541	Required for Transformation
Chris Hall	DLO Trading Account	121,136	0	-121,136	0	Trading reserve used in 18/19.
Chris Hall	DLO Vehicle Replacement	315,540	0	-76,457	239,083	Funds vehicles purchased through capital budget
Paul Fitzgerald	Cordwest Bequest	354	0	0	354	Funds bequested.
Paul Fitzgerald	General Fund General Carry Forwards	1,303,374	928,320	-1,303,374	928,320	Budgets carried forward to reflect timing of planned spend across financial years and support ongoing service delivery requirements
Alison North	Healthy Workplace	5,377	0	-1,282	4,095	To support health issues of the workforce

Summary of Earmarked Reserves 2018-19 General Fund and Housing Revenue Account

APPENDIX A

Budget Holder	Earmarked Reserve Heading	Balance at 1 April £	Transfers In £	Transfers Out £	Balance at 31 March £	Purpose of Reserve
Paul Fitzgerald	Self-Insurance Fund	485,404	0	-285,404	200,000	Used for excess payments for any claims made by the Council – The level of this reserve is currently being reviewed.
Alison North	Travel Plan	192,471	36,405	-36,908	191,968	Pays for pool cars etc.
Chris Hall	Vivary Park Trading Account	27,000	0	-27,000	0	Replacing bridge in Vivary park and dredging the river
Paul Fitzgerald	BRR Smoothing Reserve	2,678,387	716,319	-1,790,090	1,604,616	This is a volatile area and we are committed to mitigating the risk of Business Rates retention by setting aside an appropriate level of funds in this reserve
Richard Sealy	Corporate Services Clienting	185,171	0	-185,171	0	Used in 18/19 for staffing costs.
Nick Bryant	Eco Towns Projects Funding	237,902	0	0	237,902	Flood prevention – Ringfenced.
Alison North	Health and Safety	7,000	0	0	7,000	May be required as part of the Deane House refurbishment project
Scott Weetch	Food Inspections	-2,554	0	0	-2,554	To be replenished
Natalie Green	Waste Earmarked Reserve	192,620	0	-87,014	105,606	Funds any overspend in the waste contract
Steve Perkins	Debt Recovery	30,551	0	-30,551	0	To cover additional staffing costs relating to the Council Tax business case in 18/19.

Summary of Earmarked Reserves 2018-19 General Fund and Housing Revenue Account

APPENDIX A

Budget Holder	Earmarked Reserve Heading	Balance at 1 April £	Transfers In £	Transfers Out £	Balance at 31 March £	Purpose of Reserve
Paul Lamb	Legal Civica Hosting Costs	7,500	0	0	7,500	Costs for staff training on civica system
Paul Lamb	Revenues and Benefits	30,000	0	-30,000	0	System costs relating to Council Tax support scheme.
Heather Stewart	Streetscene	30000	0	0	30,000	Funds Streetwise Coordinator
Chris Hall	Designated Public Spaces Order	5,000	0	0	5,000	This is being spent on signs in Wellington and for other related work.
Sarah Dennett	Land Charges Self Financing	79,550	27,000	-79,550	27,000	Rolling break even reserve
John Rendell	Licensing Self Financing	-19823	10,700	-32,000	-41,123	Rolling break even reserve
Natalie Green	Parking	219,800	0	0	219,800	Committed for repairs and maintenance
John Rendell	Taxi Licensing	0	0	-25,000	-25,000	Rolling break even reserve
Helen Westcott	ICT Strategy	30,000	0	-30,000	0	Spent in 18/19.
Paul Fitzgerald	Resources Service Costs	194,201	0	-161,143	33,058	Required to fund additional resource for resilience
Brendan Cleere	Economic Development & Growth Initiatives	314,717	0	-122,000	192,717	Required for Economic Development and Growth initiatives
Helen Westcott	Agile Working	70,000	0	-70,000	0	Spent in 18/19.

Summary of Earmarked Reserves 2018-19 General Fund and Housing Revenue Account

APPENDIX A

Budget Holder	Earmarked Reserve Heading	Balance at 1 April £	Transfers In £	Transfers Out £	Balance at 31 March £	Purpose of Reserve
Helen Westcott	Member Technology	70,000	0	-70,000	0	Spent in 18/19.
James Hassett	Strategic Director SA	84,240	0	0	84,240	To provide resilience
Shirlene Adam	Creating a New council	1,623,265	0	-1,623,265	0	Spent in 18/19.
Simon Lewis	Transition	0	386,000	0	386,000	Committed as part of staffing transition
Sue Tomlinson	Transformation	422,000	1,727,000	-1,477,170	671,830	Committed as part of staffing transformation
	GF Total	21,614,723	8,400,557	-15,821,169	14,194,111	
Housing Revenue Account						
Simon Lewis	HRA One Teams	112,134	0	-62,134	50,000	One team funding
James Barra	Halcon Regeneration Scheme	23,804	0	-23,804	0	Funding for additional estates officer
Steve Boland	Tenants Forum	4,000	0	-4,000	0	Committed for Blackbrook Garden Pocket Park & Grange Drive Community Garden
James Barra	HRA Carry Forwards	344,225	161,230	-319,225	186,230	Budgets carried forward to reflect timing of planned spend across financial years and support ongoing service delivery requirements.
James Barra	Social Housing Development Fund	2,474,717	1,128,793	-2,263,955	1,339,555	Fund North Taunton council housing regeneration
James Barra	Transition	0	178,000	0	178,000	Committed for Transformation

Summary of Earmarked Reserves 2018-19 General Fund and Housing Revenue Account

APPENDIX A

Budget Holder	Earmarked Reserve Heading	Balance at 1 April £	Transfers In £	Transfers Out £	Balance at 31 March £	Purpose of Reserve
James Barra	HRA Contribution to Transformation	-120,654	1,179,794	-679,675	379,465	Committed for Transformation
Paul Fitzgerald	Capital Financing Reserve - HRA projects	78,802	0	-78,802	0	Funded capital projects.
Steve Boland	HRA Employment and Skills Development	138,000	0	36,000	102,000	Funding to get people into work
Steve Boland	HRA Insurance	173,476	0	-173,476	0	Spent in 18/19.
Steve Boland	HRA Bad Debt Provision	433,700		-433,700	0	Released in 18/19.
Steve Boland	HRA Lettings Contingency	73,844	0	-73,844	0	Funded ASB officer, used in 18/19.
Rich Wiseman	HRA Pre Void & Tenant Inspections	93,432	0	-93,432	0	Funded an officer, used in 18/19
Rich Wiseman	HRA Pre Planned Maintenance	975,866	0	-975,866	0	Spent in 18/19.
Rich Wiseman	HRA Electrical Testing EMR	1,969,646	0	-1,495,646	474,000	Fund Wellington warmer homes project
Steve Boland	HRA Comm Dev Fund	205,560	0	-205,560	0	Spent in 18/19.
Rich Wiseman	Leasehold Schemes HRA Advanced Payments	9,639	0	0	9,639	Provides resilience for leasehold schemes
	HRA Total	6,990,191	2,647,817	-6,847,119	2,718,889	

Appendix B

TAUNTON DEANE BOROUGH COUNCIL
CAPITAL PROGRAMME 2018-19

Project Code	Project Code Description	Completed Scheme £	Programme Budget £	Profiled Budget 2018-19 £	Actual Spend In Previous Years £	Actual Spend 2018-19 £	Projected Spend 2019-20 and Beyond £	Forecast Total Spend £	Programme Variance 2018-19 £
Growth Programme									
XT032	Other Town Centre Regeneration	No	4,186,600	2,926,527	1,260,063	1,877,920	1,048,617	4,186,600	0
XT068	Major Transport Schemes	No	3,039,400	2,893,910	145,540	1,190,423	1,703,437	3,039,400	0
XT069	Taunton Strategic Flood Alleviation	No	5,635,000	482,846			5,635,000	5,635,000	0
XT079	Employment Site Enabling & Innovation	No	3,438,000	1,355,000	10,000		3,428,000	3,438,000	0
XT096	Marketing Promotion & Inward Investment	No	242,000				242,000	242,000	0
XT110	Preparation of LDOs	No	59,000				59,000	59,000	0
Total Growth Programme			16,600,000	7,658,283	1,415,603	3,068,343	12,116,054	16,600,000	0
IT Projects									
XT001	Members IT Equipment	No	24,000	12,260	11,442	9,055	3,503	24,000	0
XT039	Joint Management and Shared Service	No	804,897	515,833	29,967	0	774,930	804,897	0
XT054	PC Refresh	No	390,400	50,000	340,400	56,776	0	397,176	6,776
XT056	Cemetery IT System	No	50,000	50,000	0	25,050	24,950	50,000	0
XT070	Transformation	No	995,000	825,080	169,921	510,440	314,639	995,000	0
XT111	Committee Rooms AV Kit	No	75,000	75,000			75,000	75,000	0
XT133	Transformation (funded by Flexible Capital Receipts)	No	917,449	917,449	0	917,449	0	917,449	0
Total IT Projects			3,256,746	2,445,622	551,730	1,518,770	1,193,022	3,263,522	6,776
Major Projects									
XT035	Coal Orchard	No	10,567,990	10,884,123	281,441	156,473	10,130,076	10,567,990	0
XT036	Lisieux Way	No	3,108,500	3,106,370	11,964	2,139,408	957,128	3,108,500	0
XT047	Blackbrook Pool	No	6,505,300	103,960	6,398,161	41,091	66,048	6,505,300	0
XT052	Somerset Waste Partnership Loan	No	3,500,000	3,500,000	0	0	3,500,000	3,500,000	0
XT060	Orchard Car Park Major Repairs (Paul Street)	No	887,000	445,490	365,700	23,711	497,589	887,000	0
XT076	Deane House Accommodation	Yes	5,905,100	4,091,930	1,813,174	4,077,769	0	5,890,943	-14,157
XT132	Deane House Accommodation (funded by Police)	Yes	502,000	502,000	0	502,195	0	502,195	195
XT094	Firepool Hotel	No	15,677,900	15,787,746		75,119	15,602,781	15,677,900	0
XT095	Crematorium Waiting Room	No	400,000	340,830	59,175	135,214	205,611	400,000	0
XT099	Somerset Coast YMCA Loan	Yes	750,000	750,000		750,000	0	750,000	0
Total Major Projects			47,803,790	39,512,449	8,929,615	7,900,980	30,959,233	47,789,828	-13,962
Housing									
XT020	Grants to Registered Providers (Affordable Housing)	No	2,392,800	2,005,926	1,180,254	182,938	1,029,608	2,392,800	0
XT028	Disabled Facilities Grants	No	3,414,357	1,383,310	1,932,986	502,974	978,397	3,414,357	0
Total Housing Projects			5,807,157	3,389,236	3,113,240	685,912	2,008,005	5,807,157	0
Other Projects									
XT002	Special Expenses - Play Grants	No	20,000	11,000	9,004	0	10,996	20,000	0
XT019	Youth Project Capital	No	281,470	20,030	261,473	0	19,997	281,470	0
XT021	Gypsy Site	No	108,500	91,770	16,732	-16,732	108,500	108,500	0

Appendix B

**TAUNTON DEANE BOROUGH COUNCIL
CAPITAL PROGRAMME 2018-19**

Project Code	Project Code Description	Completed Scheme £	Programme Budget £	Profiled Budget 2018-19 £	Actual Spend In Previous Years £	Actual Spend 2018-19 £	Projected Spend 2019-20 and Beyond £	Forecast Total Spend £	Programme Variance 2018-19 £
XT029	Project Taunton - Longrun Meadow Bridge	No	138,300	4,200	134,100	0	4,200	138,300	0
XT040	DLO Vehicle Acquisitions	No	1,271,540	341,520	937,063	203,377	131,100	1,271,540	0
XT041	Waste Containers	No	535,910	104,590	433,726	96,000	6,184	535,910	0
XT048	Play Equipment - Grants to Halls and Sports Fields	No	213,900	40,180	173,721	9,813	30,366	213,900	0
XT049	Play Equipment - Grants to Parishes	No	116,500	34,330	82,157	6,500	27,843	116,500	0
XT050	Play Equipment - Replacement	No	310,600	105,181	205,390	97,873	7,337	310,600	0
XT051	Community Alarms	No	253,736	28,000	225,736	10,018	17,982	253,736	0
XT057	DLO Plant	No	138,000	47,880	90,124	48,080	0	138,204	204
XT090	Crematorium Project	No	94,000	62,850	31,155	55,859	6,986	94,000	0
XT097	Norton Fitzwarren Hillfort	No	165,000	165,000	0	147,528	17,472	165,000	0
XT098	West Monkton Country Park	No	479,000	479,000	0	428,274	50,726	479,000	0
Total Other Projects			4,126,456	1,535,531	2,600,381	1,086,590	439,689	4,126,660	204
Externally Funded Projects									
XT083	Community Infrastructure Grants	No	201,112	201,112		201,112	0	201,112	0
S%%% Section 106 Funded Projects		No	935,985	935,985		935,985	0	935,985	0
Total Externally Funded Projects			1,137,097	1,137,097	0	1,137,097	0	1,137,097	0
TOTAL GENERAL FUND			78,731,246	55,678,218	16,610,569	15,397,692	46,716,003	78,724,264	-6,982
HRA Schemes									
Major Works									
XH002	Kitchens	No	700,000	700,000	0	691,854	8,146	700,000	0
XH003	Bathrooms	No	970,000	970,000	0	968,076	1,924	970,000	0
XH004	Roofing	No	109,780	109,780	0	48,141	61,639	109,780	0
XH005	Windows	No	350,790	350,790	0	346,112	4,678	350,790	0
XH006	Heating Improvements	No	1,710,000	1,710,000	0	1,700,599	9,401	1,710,000	0
XH007	Doors	No	100,000	100,000	0	-60,052	160,052	100,000	0
XH008	Fire Safety Work	No	1,000,000	1,000,000	0	409,385	590,615	1,000,000	0
XH010	Fascia's and Soffits	No	700,000	700,000	0	577,397	122,603	700,000	0
XH011	Air Source Heat Pumps	No	350,000	350,000	0	298,253	51,747	350,000	0
XH012	Door Entry Systems	No	375,000	375,000	0	372,893	2,107	375,000	0
XH016	Community Alarms	No	75,000	75,000	0	72,703	2,297	75,000	0
XH018	Insulation	No	890,000	890,000	0	888,225	1,775	890,000	0
XH019	Ventilation	No	100,000	100,000	0	60,433	39,567	100,000	0
XH001	Major Repairs and Improvements	No	68,610	68,610	0	121	68,489	68,610	0
Total Major Works			7,499,180	7,499,180	0	6,374,140	1,125,040	7,499,180	0
Improvements									
XH020	Vehicles	No	214,800	214,800		108,921	105,879	214,800	0
XH103	Extensions	No	82,690	82,690	0	43,761	38,929	82,690	0

Appendix B

**TAUNTON DEANE BOROUGH COUNCIL
CAPITAL PROGRAMME 2018-19**

Project Code	Project Code Description	Completed Scheme £	Programme Budget £	Profiled Budget 2018-19 £	Actual Spend In Previous Years £	Actual Spend 2018-19 £	Projected Spend 2019-20 and Beyond £	Forecast Total Spend £	Programme Variance 2018-19 £
XH203	Sewerage Treatment	No	20,000	20,000	0	0	20,000	20,000	0
XH201	Meeting Halls	No	131,000	131,000	0	53,651	77,349	131,000	0
XH301	Asbestos Works	No	662,830	662,830	0	441,424	221,406	662,830	0
XH204	Unadopted Areas	No	30,000	30,000	0	0	30,000	30,000	0
XH205	Related Assets	No	80,000	80,000	0	0	80,000	80,000	0
XH402	DFGs	No	563,330	563,330	0	251,539	311,791	563,330	0
XH401	Aids and Adaptations	No	81,970	81,970	0	53,698	28,272	81,970	0
XH102	Environmental Improvements	No	225,000	225,000	0	124,376	100,624	225,000	0
XH202	Garages	No	49,380	49,380	0	44,326	5,054	49,380	0
XH601	IT Systems	No	394,000	394,000	0	22,954	371,046	394,000	0
Total Improvements			2,535,000	2,535,000	0	1,144,650	1,390,350	2,535,000	0
Social Housing Development Programme									
XH501	Creechbarrow Road	No	1,131,030	1,131,030	0	884,828	246,202	1,131,030	0
XH500	Social Housing Development Fund	No	5,178,020	5,178,020	0	2,096,080	3,081,940	5,178,020	0
XH506	Weavers Arms	No	1,015,410	1,015,410	0	521,606	493,804	1,015,410	0
XH508	North Taunton	No	7,200,000	7,200,000	0	276,693	6,923,307	7,200,000	0
XH509	12 Moorland Close	No	277,630	277,630	0	49,679	227,951	277,630	0
XH510	Outer Circle	No	49,880	49,880	0	4,774	45,106	49,880	0
XH511	Laxton Road	No				9,939		9,939	9,939
XH512	Oake	No				16,399		16,399	16,399
Total Social Housing development Programme			14,851,970	14,851,970	0	3,859,998	11,018,310	14,851,970	0
Sub-total - HRA Schemes			24,886,150	24,886,150	0	11,378,788	13,533,700	24,886,150	0
Capital Programme Total			103,617,396	80,564,368	16,610,569	26,776,480	60,249,703	103,610,414	-6,982

West Somerset Council – Summary of Earmarked Reserves

APPENDIX C

Budget Holder	Earmarked Reserve Heading	Balance at 1 April £	Transfers In £	Transfers Out £	Balance at 31 March £	Purpose of Reserve
Elisa Day	District Election	38,004	9,454	0	47,458	Funds to meet the costs of Elections
Elisa Day	Other Election Reserve	13,536	20,356	(13,536)	20,356	Funds to meet the additional costs of Individual Electoral Registration.
Sarah Dennett	Land Charges	0	0	(34,970)	(34,970)	Land Charges self financing
Elisa Day	Individual Election Registration	6,437	0	(6,437)	0	Ring-fenced Gov grant
Nick Bryant	Planning Policy Reserve	172,057	0	(98,603)	73,454	Monies set aside and to be drawn down to cover additional costs arising and relating to the West Somerset Local Plan preparation through to examination and beyond to adoption.
Brendan Cleere	WS Employment Hub	3,152	20,929	0	24,081	Transferred to Community Outreach Fund
Nick Bryant	Planning Reserve	70,000	0	(20,000)	50,000	Monies set aside to fund specialist technical advice for major planning applications. E.g. Landscape visual impact assessments, retail studies etc.
Brendan Cleere	Steam Coast Trail Reserve	7,299	85,310	0	92,609	WSC is working in continued partnership with Friends of the Steam Coast Trail and Sustrans. These monies will support the delivery of Phase 2 of the Steam Coast Trail - the creation of a traffic free route between Old Cleeve and Washford by the end of 2018. A key part of the Steam Coast Trail vision for safe cycling between Minehead and Williton.
Brendan Cleere	Business Development Reserve	5,677		(5,677)	0	Funding for initiatives to support small businesses, used in 18/19.
Nick Bryant	National grid PPA	35,382	1,917		37,299	S106 for landscape enhancements and plants

West Somerset Council – Summary of Earmarked Reserves

APPENDIX C

Budget Holder	Earmarked Reserve Heading	Balance at 1 April £	Transfers In £	Transfers Out £	Balance at 31 March £	Purpose of Reserve
Chris Hall	Minehead Events	396			396	Mary Portas grant – specifically earmarked. To be transferred to the fund for the Minehead Strategic Economic Plan.
Nicki Maclean	Minehead Esplanade	59,112	50,315		109,427	
Nikki Maclean	Minehead Town Centre Signage	115			115	Contribution from Minehead Chamber of Trade and Morrison s106 to fund the signs.
Jo Humble	Strategic Housing Market Area Assessment	575,760			575,760	DCLG funding for community land fund to support bringing forward affordable housing within West Somerset. Cuckoo The bulk of the funds anticipated to be spent in 2019/20 as projects progress.
Catrin Matthias	Asset Management and Compliance	266,751		(60,000)	206,751	Asset maintenance compliance works to be completed.
Helen Phillips	Cuckoo Meadow Reserve	30,094		(15,632)	14,462	Lottery monies earmarked to be used in future years. Used for play equipment
Heather Stewart	Housing Options	43,620			43,620	Balance of Homeless Prevention funding plus remainder of Mortgage Rescue Grant.
Catrin Matthias	Estate Compliance	26,736			26,736	Asset compliance works to be completed
Nicki Maclean	Enterprising Minehead	0	63,729		63,729	
James Barraah	Assets of Community Value	5,000		(5,000)	0	Government Grant set aside to support the administration of applications under regulations.
Mark Hill	Inspire	3,391			3,391	Earmarked for costs under the Inspire Directive. Supports the relevant databases.
Paul Fitzgerald	Business Rates Retention Smoothing Account	1,332,101	996,220	(386,316)	1,942,005	This is a volatile area and we are committed to mitigating the risk of Business Rates retention by setting aside an appropriate level of funds in this reserve
Paul Fitzgerald	Sustainability Fund	158,307	210,000	(289,936)	78,371	Earmarked for initiatives such as “invest to save” plans that have a positive impact upon

West Somerset Council – Summary of Earmarked Reserves

APPENDIX C

Budget Holder	Earmarked Reserve Heading	Balance at 1 April £	Transfers In £	Transfers Out £	Balance at 31 March £	Purpose of Reserve
						the underlying financial sustainability of the Council's budget.
Paul Fitzgerald	Budget Carry Forwards For Specific Services	294,649	206,791	(294,649)	206,791	Budgets carried forward to reflect timing of planned spend across financial years and support ongoing service delivery requirements.
Paul Fitzgerald	Contingency to underwrite delivery of 2017/18 savings	48,000	0	(48,000)	0	Funding to underwrite the 2017/18 savings and mitigate any adverse impact on the General Reserve balance. Spent in 18/19.
Scott Weetch	Community Safety	13,533	0	0	13,533	External funding specifically earmarked for community safety initiatives.
Paul Lamb	Revenues and Benefits Reserve	68,024	0	(68,024)	0	Monies set aside to provide service resilience and to fund planned software upgrade needed for CTS Scheme developments. Spent in 18/19.
Paul Fitzgerald	Finance Reserve	44,840	0	(44,840)	0	These monies funded additional staff to deal with BAU during transformation.
Chris Hall	SWP Vehicles	33,617	0	0	33,617	To help fund our contribution to the new operating model.
Chris Hall	SWP Recycle More	55,148	0	0	55,148	Ring fenced Recycle More fund
Alison North	Training Reserve	10,000		0	10,000	Monies set aside to meet future training needs across the organisation.
Paul Lamb	Online DHP Reserve	5,375			5,375	Online Software Requirement for Revenues and Benefits.
John Rendell	Licensing Staff Reserve	12,791	0	(8,462)	4,329	Monies set aside to fund extra resource within West Somerset Council.
Natalie Green	Car Parking Reserve	23,000			23,000	Monies set aside in respect of maintenance and signage.
Scott Weetch	Environmental Health Reserve	4,081		(4,081)	0	Destitute Burial Reserve.

West Somerset Council – Summary of Earmarked Reserves

APPENDIX C

Budget Holder	Earmarked Reserve Heading	Balance at 1 April £	Transfers In £	Transfers Out £	Balance at 31 March £	Purpose of Reserve
Scott Weetch	CCTV	1,565		(1,565)	0	Monies set aside to fund the repair of CCTV cameras.
Chris Hall	Water Bathing Signs	3,316			3,316	Environmental grant specifically earmarked.
Simon Lewis	Transition/Business Resilience	0	262,000	0	262,000	Funding for the Transition/ Business Resilience resource
Sue Tomlinson	Transformation	0	198,000	(141,830)	56,170	Committed funding for the Transformation Business case in 2019/20
Sue Tomlinson	Transformation and Creating a New Council	738,213	0	(738,213)	0	Funding required primarily to implement the approved Transformation Business Case and also to create a new council replacing West Somerset and Taunton Deane councils. Spent in 18/19.
Shirlene Adam	Agile Working	20,000	0	(20,000)	0	Investment in technology to implement transformation changes and better enabling of agile working. Spent in 18/19.
Shirlene Adam	Members' Technology	20,000	0	(20,000)	0	Funding to invest in updating members technology that complements the implementation of transformation of ways of working. Spent in 18/19.
	Totals	4,249,079	2,125,021	(2,325,771)	4,048,329	

West Somerset Capital Programme 2018/19

Cost Centre	Cost Centre Description	Completed Scheme £	Programme Budget £	Actual Spend In Previous Years £	Actual Spend 2018/19 £	Projected Budget Carried Forward 2019/20 £	Forecast Total Spend £	Programme Variance 2018-19 £
	General Schemes							
1939	East Quay Scheme	N	73,680	7,069	0	66,611	73,680	0
1997	Disabled Facilities Grants	N	1,342,783	564,204	357,787	420,792	1,342,783	0
2065	Other Projects - Superfast Broadband	N	240,000	0	70,000	170,000	240,000	0
2065	Other Projects - 7 The Esplanade	N	15,000	0	0	15,000	15,000	0
2077	Steam Coast Trail Project	N	502,820	346,159	41,057	115,604	502,820	0
2168	Decent Homes	N	15,910	0	0	15,910	15,910	0
2217	Stair Lift Recycling	N	760	0	0	760	760	0
2238	Cuckoo Meadow	N	2,950	(163)	2,010	1,103	2,950	0
2253	Transformation	N	196,000	25,821	50,892	119,287	196,000	0
2261	Transformation Flexible Capital Receipts	Y	217,000	0	217,000	0	217,000	0
2254	CASA Project	N	78,565	400	0	78,165	78,565	0
2255	Minehead PCs	Y	11,936	0	11,936	(0)	11,936	0
2260	WSH Reception Pod	Y	4,435	0	4,434	1	4,435	0
2290	Minehead Esplanade Project	N	49,900	32,337	0	17,563	49,900	0
	Total General Schemes		2,751,739	975,827	755,116	1,020,796	2,751,739	0
	IT Projects							
2066	IT Projects - ICT Infrastructure Projects	N	18,684	6,950	11,734	0	18,684	0
2066	IT Projects - Office Backup Facility	N	11,861	0	0	11,861	11,861	0
2066	IT Projects - Annual Hardware Replacement	N	11,000	2,143	0	8,857	11,000	0
2066	Server Refresh	N	20,000	0	0	20,000	20,000	0
2235	JMASS ICT Transformation	N	188,580	2,917	20,684	164,979	188,580	0
	Total IT Projects		250,125	12,010	32,418	205,697	250,125	0
	Major Projects							
2188	Seaward Way Mixed Proposal Development	N	3,023,225	104,225	98,976	2,820,024	3,023,225	0
2256	Somerset Waste Partnership	N	3,500,000	0	0	3,500,000	3,500,000	0
	Total Major Projects		6,523,225	104,225	98,976	6,320,024	6,523,225	0
	S106 Funded - General Schemes							
2065	Huish Champflower Village Hall	N	10,000	0	0	10,000	10,000	0
2065	Footpath Lighting Enhancement	N	41,000	35,000	0	6,000	41,000	0
2065	Dunster Parish Council - Multi Use Games Area	Y	25,728	0	25,728	0	25,728	0
2065	Minehead Town Council Community Hall	N	120,000	0	0	120,000	120,000	0
2065	Watchet Community Hall	N	135,000	0	0	135,000	135,000	0
2065	Stogursey Parish Council Youth Club Equipment	N	2,170	0	2,034	136	2,170	0
	Total S106 Funded - General Schemes		333,898	35,000	27,762	271,136	333,898	0
	S106 Funded - Hinkley Schemes							

West Somerset Capital Programme 2018/19

Cost Centre	Cost Centre Description	Completed Scheme	Programme Budget	Actual Spend In Previous Years	Actual Spend 2018/19	Projected Budget Carried Forward 2019/20	Forecast Total Spend	Programme Variance 2018-19
		£	£	£	£	£	£	£
2077	Steam Coast Trail	Y	216,334	0	216,334	0	216,334	0
2239	Westfield United Church	N	110,000	101,900	5,100	3,000	110,000	0
2239	S BW & NP Mitigation	N	344,850	0	94,350	250,500	344,850	0
2239	BW TC Support Scheme	N	116,070	39,730	22,062	54,278	116,070	0
2239	Williton Pavilion	Y	250,000	65,983	184,017	0	250,000	0
2239	Holford and District Village Hall	N	155,000	0	78,908	76,092	155,000	0
2239	Minehead Town Council	N	382,047	0	0	382,047	382,047	0
2239	Great Western Hotel Project (YMCA)	Y	500,000	0	500,000	0	500,000	0
2239	Bridgwater Food Bank	Y	110,000	0	110,000	0	110,000	0
2239	Fiddington Village Hall	Y	69,000	0	68,999	1	69,000	0
2239	Cannington Traffic Calming	Y	182,952	0	182,952	0	182,952	0
2239	Watchet Bowling	N	150,000	0	0	150,000	150,000	0
2239	Williton Shooting Club	N	23,000	0	0	23,000	23,000	0
2239	Cheddar PC	N	320,000	0	0	320,000	320,000	0
2239	Bos & HB Council	N	350,000	0	0	350,000	350,000	0
2239	Victoria Ward Green	N	51,428	0	0	51,428	51,428	0
2239	North Petherton RFC Gym	N	300,000	0	0	300,000	300,000	0
2241	Empty Homes & LOTS	N	90,000	0	0	90,000	90,000	0
2249	Stogursey Leisure	N	1,350,001	31,832	17,044	1,301,125	1,350,001	0
2251	Enterprising Minehead	N	303,477	116	115,689	187,672	303,477	0
	Total S106 Funded - Hinkley Schemes		5,374,159	239,561	1,595,455	3,539,143	5,374,159	0
	TOTAL CAPITAL PROGRAMME		15,233,146	1,366,623	2,509,727	11,356,796	15,233,146	0

Somerset West and Taunton – Summary of Earmarked Reserves

APPENDIX E

Description	Responsible Officer	2019/20	2019/20	2019/20	2019/20	Comment
		Balance b/f 1 April 2019 £	Transfers To Reserves £	Transfers From Reserves £	Balance c/f 31 March 2020 £	
Vehicle Replacement	Chris Hall	(239,082.69)	0.00	0.00	(239,082.69)	Funds vehicles purchased through capital budget
Capital Financing Reserve - General Fund Projects	Paul Fitzgerald	(649,559.07)	0.00	0.00	(649,559.07)	This reserve has accumulated due to unused RCCO and so could be called upon to fund capital budgets
Sub-Total GF Capital Earmarked Reserves		(888,641.76)	0.00	0.00	(888,641.76)	
Asset Management - Stone Leisure	Catrin Mathias	(137,015.78)	0	62,414.00	(74,601.78)	Earmarked for asset management for leisure facilities
Brewhouse Ext Refurb	Roy Porter	(149,700.47)	0	0.00	(149,700.47)	This reserve relates to a sum agreed by members to carry out routine maintenance on the Brewhouse. This sum is therefore required going forwards to support that routine maintenance programme on our asset.
Business Rates Smoothing	Paul Fitzgerald	(3,546,621.24)	(3,054,911)	0.00	(6,601,532.24)	This is a volatile area and we are committed to mitigating the risk of Business Rates retention by setting aside an appropriate level of funds in this reserve

Somerset West and Taunton – Summary of Earmarked Reserves

APPENDIX E

		2019/20	2019/20	2019/20	2019/20	
Description	Responsible Officer	Balance b/f 1 April 2019 £	Transfers To Reserves £	Transfers From Reserves £	Balance c/f 31 March 2020 £	Comment
General Fund General Carry Forwards	Paul Fitzgerald	(1,135,111.00)	0	1,135,111.00	0.00	Budgets carried forward to reflect timing of planned spend across financial years and support ongoing service delivery requirements
CCTV	Scott Weetch	(10,000.00)	0	0.00	(10,000.00)	This will be needed in the current year to upgrade some of the equipment in the control room at Sedgemoor.
Page 1 208 EO Initiatives	James Hassett	(50,000.91)	0	0.00	(50,000.91)	To allow the Head of Paid Services to fund strategic corporate costs
Page 1 208 Cordwest Invest. Bequest Accounts	Paul Fitzgerald	(190.06)	0	0.00	(190.06)	Funds bequested
Cordwest Revenue Bequest Accounts	Paul Fitzgerald	(164.00)	0	0.00	(164.00)	Funds bequested
Food Inspections	Scott Weetch	2,554.85	0	0.00	2,554.85	To be replenished
Flood Alleviation	Fiona Webb	(237,902.15)	0	0.00	(237,902.15)	Flood prevention – Ringfenced
Economic Development (Bus Rate Pool Dividend)	Brendan Cleere	(192,717.00)	0	100,000.00	(92,717.00)	Required for Economic Development and Growth initiatives
Garden village	Nick Bryant	(944,417.19)	0	0.00	(944,417.19)	Ring-fenced
Healthy Workplace	Alison North	(4,094.83)	0	0.00	(4,094.83)	To support health issues of the workforce
Housing Benefit Grant	Heather Stewart	(1,575.10)	0	0.00	(1,575.10)	This includes assistance with service charge arrears and tenancy sustainment

Somerset West and Taunton – Summary of Earmarked Reserves

APPENDIX E

Description	Responsible Officer	2019/20	2019/20	2019/20	2019/20	Comment
		Balance b/f 1 April 2019 £	Transfers To Reserves £	Transfers From Reserves £	Balance c/f 31 March 2020 £	
Housing Enabling	Jo Humble	(19,897.50)	0	0.00	(19,897.50)	Committed to the affordable housing development partnership
Self Insurance Fund	Paul Fitzgerald	(200,000.00)	0	0.00	(200,000.00)	Used for excess payments for any claims made by the Council – The level of this reserve is currently being reviewed.
Land Charges Self Financing	Sarah Dennett	7,970.00	0	0.00	7,970.00	Rolling break even reserve
Legal Civica Hosting Costs	Paul Lamb	(7,500.00)	0	0.00	(7,500.00)	Costs for staff training on civica system
Licensing Self Financing	John Rendell	36,793.99	0	0.00	36,793.99	Rolling break even reserve
Local Plan Enquiry General Provisions (LDF)	Nick Bryant	(311,056.28)	0	0.00	(311,056.28)	Required to fund preparation of statutory plans for site allocation and project management.
Monkton Heathfield EMR	Julie Harcombe	(347,411.00)	0	0.00	(347,411.00)	Contributions towards planning staffing costs
Neighbourhood Planning Grant	Nick Bryant	(121,876.11)	0	0.00	(121,876.11)	To cover adhoc planning costs
New Homes Bonus	Nick Bryant	(6,167,873.28)	(3,089,403)	0.00	(9,257,276.28)	Earmarked to deliver the council's growth agenda
Planning Delivery Grant - Revenue (HPDG)	Dan Webb	(40,474.91)	0	0.00	(40,474.91)	From Central Government to support growth

Somerset West and Taunton – Summary of Earmarked Reserves

APPENDIX E

		2019/20	2019/20	2019/20	2019/20	
Description	Responsible Officer	Balance b/f 1 April 2019 £	Transfers To Reserves £	Transfers From Reserves £	Balance c/f 31 March 2020 £	Comment
CLG Preventing Repossessions Fund	Heather Stewart	(25,632.23)	0	0.00	(25,632.23)	Government grant to prevent people becoming homeless
Designated Public Spaces Order	Chris Hall	(5,000.00)	0	0.00	(5,000.00)	This is being spent on signs in Wellington and for other related work.
Resource Services Costs	Paul Fitzgerald	(33,057.98)	0	0.00	(33,057.98)	Required to fund additional resource for resilience
Strategic Director SA	James Hassett	(84,240.00)	0	0.00	(84,240.00)	To provide resilience
Strategy	Nick Bryant	(400.00)	0	0.00	(400.00)	To be used in-year. Somerset Intelligence Network fee
Taxi Licensing	John Rendell	25,000.00	0	0.00	25,000.00	Rolling break even reserve
Travel Plan	Alison North	(191,967.69)	0	0.00	(191,967.69)	Pays for pool cars etc
Waste	Natalie Green	(105,605.60)	0	0.00	(105,605.60)	Funds any overspend in the waste contract
Youth Homelessness Fund	Heather Stewart	(3,936.40)	0	0.00	(3,936.40)	To fund initiatives
Corporate Training	Alison North	(98,541.37)	0	0.00	(98,541.37)	Required for Transformation
Elections	Elisa Day	(135,727.00)	0	0.00	(135,727.00)	Funding for 2019 elections
Streetscene	Heather Stewart	(30,000.00)	0	0.00	(30,000.00)	Funds Streetwise Coordinator
Health & Safety Enquiry	Alison North	(7,000.00)	0	0.00	(7,000.00)	May be required as part of the Deane House refurbishment project
Parking	Natalie Green	(242,800.00)	0	0.00	(242,800.00)	Committed for repairs and maintenance
Transformation	Sue Tomlinson	(727,999.69)	0	0.00	(727,999.69)	Committed as part of staffing transformation

Somerset West and Taunton – Summary of Earmarked Reserves

APPENDIX E

		2019/20	2019/20	2019/20	2019/20	
Description	Responsible Officer	Balance b/f 1 April 2019 £	Transfers To Reserves £	Transfers From Reserves £	Balance c/f 31 March 2020 £	Comment
Voluntary & Community Grants Fund	Lisa Redston	(2,519.00)	0	0.00	(2,519.00)	Voluntary and Community grants to be allocated
Transition	Simon Lewis	(648,000.00)	0	0.00	(648,000.00)	Committed as part of staffing transition
Community Safety	Scott Weetch	(13,533.15)	0	0.00	(13,533.15)	External funding specifically earmarked for community safety initiatives.
Sustainability	Paul Fitzgerald	(78,371.05)	0	0.00	(78,371.05)	Earmarked for initiatives such as “invest to save” plans that have a positive impact upon
Minehead Events	Chris Hall	(396.05)	0	0.00	(396.05)	Mary Portas grant – specifically earmarked. To be transferred to the fund for the Minehead Strategic Economic Plan.
Water Bathing Signs	Chris Hall	(3,316.46)	0	0.00	(3,316.46)	Environmental grant specifically earmarked.
Non-District Election Reserve	Elisa Day	(20,356.00)	0	0.00	(20,356.00)	Funds to meet the additional costs of Individual Electoral Registration.
Inspire	Mark Hill	(3,391.00)	0	0.00	(3,391.00)	Earmarked for costs under the Inspire Directive. Supports the relevant databases
Minehead Town Centre Signage	Nicki Maclean	(115.00)	0	0.00	(115.00)	Contribution from Minehead Chamber of Trade and Morrison s106 to fund the signs.

Somerset West and Taunton – Summary of Earmarked Reserves

APPENDIX E

		2019/20	2019/20	2019/20	2019/20	
Description	Responsible Officer	Balance b/f 1 April 2019 £	Transfers To Reserves £	Transfers From Reserves £	Balance c/f 31 March 2020 £	Comment
National Grid PPA	Nick Bryant	(37,299.27)	0	0.00	(37,299.27)	S106 for landscape enhancements and plants
Homelessness Prevention	Heather Stewart	(43,619.80)	0	0.00	(43,619.80)	Balance of Homeless Prevention funding plus remainder of Mortgage Rescue Grant.
Estate Compliance	Catrin Mathias	(26,736.00)	0	0.00	(26,736.00)	Asset compliance works to be completed
Strategic Housing Market Assessment	Jo Humble	(575,760.00)	0	0.00	(575,760.00)	DCLG funding for community land fund to support bringing forward affordable housing within West Somerset. The bulk of the funds anticipated to be spent in 2019/20 as projects progress.
Planning	Rebecca Miller	(50,000.00)	0	0.00	(50,000.00)	Committed for various reasons including supporting our Planning Guarantee requirements, staff funding and additional legal advice
Cuckoo Meadow	Helen Phillips	(14,462.41)	0	0.00	(14,462.41)	Lottery monies earmarked to be used in future years. Used for play equipment
Asset Maint & Com	Catrin Mathias	(206,751.00)	0	0.00	(206,751.00)	Asset maintenance compliance works to be completed.

Somerset West and Taunton – Summary of Earmarked Reserves

APPENDIX E

		2019/20	2019/20	2019/20	2019/20	
Description	Responsible Officer	Balance b/f 1 April 2019 £	Transfers To Reserves £	Transfers From Reserves £	Balance c/f 31 March 2020 £	Comment
Steam Coast Trail	Brendan Cleere	(92,608.51)	0	0.00	(92,608.51)	WSC is working in continued partnership with Friends of the Steam Coast Trail and Sustrans. These monies will support the delivery of Phase 2 of the Steam Coast Trail - the creation of a traffic free route between Old Clevee and Washford by the end of 2018. A key part of the Steam Coast Trail vision for safe cycling between Minehead and Williton.
SWP Vehicles	Chris Hall	(33,617.00)	0	0.00	(33,617.00)	To help fund our contribution to the new operating model
WS Employment Hub	Brendan Cleere	(24,080.97)	0	0.00	(24,080.97)	Transferred to Community Outreach Fund
SWP Recycle More	Chris Hall	(55,148.00)	0	0.00	(55,148.00)	Ring fenced Recycle More fund
Minehead Esplanade	Nicki Maclean	(109,426.48)	0	0.00	(109,426.48)	
Enterprising Minehead	Nicki Maclean	(63,728.85)	0	0.00	(63,728.85)	
Online DHP	Paul Lamb	(5,375.00)	0	0.00	(5,375.00)	Online Software Requirement for Revenues and Benefits.
Sub-Total GF Revenue Earmarked Reserves		(17,353,798.93)	(6,144,314.00)	1,297,525.00	(22,200,587.93)	
GF Total		(18,242,440.69)	(6,144,314.00)	1,297,525.00	(23,089,229.69)	

Somerset West and Taunton – Summary of Earmarked Reserves

APPENDIX E

		2019/20	2019/20	2019/20	2019/20	
Description	Responsible Officer	Balance b/f 1 April 2019 £	Transfers To Reserves £	Transfers From Reserves £	Balance c/f 31 March 2020 £	Comment
HRA Carry Forwards		(186,230.00)	0.00	186,230.00	0	Budgets carried forward to reflect timing of planned spend across financial years and support ongoing service delivery requirements. See 'Carry Fwd' tab for more details.
HRA Electrical Testing	Jon Stevens	(473,999.65)	0.00	0.00	(473,999.65)	£170k for asbestos surveys if they cannot be capitalised over 3 years (draw down as required, no budget), £105k to balance 19/20 budget (HE020H M0026), £199k for extra transformation savings in 19/20 (to EMR BF022 via HE020H M0026).
HRA Employment and Skills Dev	Stephen Boland	(102,000.00)	0.00	0.00	(102,000.00)	Funding to get people into work - 3 Year SLA with Inspire 2 Achieve (tenant employment support contract - Martha Dudman). Total contract is £153k, with £51k to be awarded in Feb 2019, Feb 2020 and Dec 2021. Paid on HE020H / SF016H (Policy & Mgt) D0300, no budget, draw down as required.

Somerset West and Taunton – Summary of Earmarked Reserves

APPENDIX E

		2019/20	2019/20	2019/20	2019/20	
Description	Responsible Officer	Balance b/f 1 April 2019 £	Transfers To Reserves £	Transfers From Reserves £	Balance c/f 31 March 2020 £	Comment
HRA One Teams	Richard Shadrick	(50,000.00)	0.00	0.00	(50,000.00)	£50k for "One Team Arts Project" re Richard Shadrick and Angela - split roughly over 3 years. Return balance to General Reserves.
Leasehold Schemes HRA Advanced Payments	Julie Sabey	(9,638.60)	0.00	0.00	(9,638.60)	Provides resilience for leasehold schemes
Social Housing Development Fund	Richard Wiseman	(1,339,554.99)	0.00	0.00	(1,339,554.99)	To fund social housing development feasibility studies within the new council boundaries. These allocations will be approved by the Housing Programme Board. This does not fund the North Taunton Regeneration project.
HRA Contribution to Transformation	Sue Tomlinson	(379,465.00)	0.00	0.00	(379,465.00)	Funding for transformation
Transition	Simon Lewis	(178,000.00)	0.00	0.00	(178,000.00)	Transition funding for 2019/20
HRA Total		(2,718,888.24)	0.00	186,230	(2,532,658.24)	

Code	Project	Approved Budget for 2019/20 £	TDBC Slippage from 2018/19 £	WSC Slippage from 2018/19 £	Revised Approved Budget for 2019/20 £
	Enterprising Minehead			187,672	187,672
	Total S106 Funded - Hinkley Schemes			3,539,142	3,539,142
	Externally Funded Projects				
XX083G	GF C CIL Grant				
	CIL - Cycle & Pedestrian Improvements	1,000,000			1,000,000
	CIL - Education Provision	4,000,000			4,000,000
	CIL - Public Transport Improvements	1,000,000			1,000,000
	Total Externally Funded Projects	6,000,000			6,000,000
	GF TOTAL	17,773,740	39,885,956	11,555,645	69,215,341

Funding (£)											
Capital Grants	Section 106 Agreements	Capital Receipts	MRA	HRA Revenue	General Fund RCCO	New Homes Bonus	Capital Financing Reserve	Other Earmarked Reserves	Unallocated Capital resources	Borrowing	TOTAL
	187,672										187,672
1,000,000											1,000,000
4,000,000											4,000,000
1,000,000											1,000,000
8,683,480	4,947,278	1,173,313			412,861	6,683,775	649,599	251,031	1,448,825	44,965,179	69,215,341

Code	Project	Original Approved Budget for 2019/20 £	Slippage from 2018/19 £	Revised Approved Budget for 2019/20 £
XX509H	HRA C 12 Moorland Close		227,951	227,951
XX510H	HRA C Outer Circle		45,106	45,106
XX511H	HRA C Laxton Road		61	61
XX512H	HRA C Oake		3,601	3,601
	Total Social Housing Development Programme	2,069,000	10,991,972	13,060,972
	HRA TOTAL	9,586,000	13,507,360	23,093,360

Funding (£)											
Capital Grants	Section 106 Agreements	Capital Receipts	MRA	HRA Revenue	General Fund RCCO	New Homes Bonus	Capital Financing Reserve	Other Earmarked Reserves	Unallocated Capital resources	Borrowing	TOTAL
										227,951	227,951
										45,106	45,106
										61	61
										3,601	3,601
0	0	1,848,000	0	1,170,000	0	0	0	0	0	10,042,972	13,060,972
0	0	1,848,000	9,511,665	1,541,046	0	0	0	0	149,677	10,042,972	23,093,360

Somerset West and Taunton Council

Executive – 23 July 2019

Structural Change Senior Leadership Team

This matter is the responsibility of Leader/Executive Councillor Federica Smith

Report Author: James Hassett, Chief Executive

1 Executive Summary

- 1.1 The newly formed Somerset West and Taunton Council has set ambitious strategic targets and clear corporate priorities. The transformation programme has already put in place some of the arrangements necessary to deliver savings and improved customer care. However, to drive the organisation at pace towards these goals while continuing to work towards exceptional levels of service excellence a new senior leadership structure is required. It is vital to ensure the leadership of the Council is matched to its wider commercial, economic, community and environmental priorities.
- 1.2 The proposed structure contained in this report more accurately aligns to our corporate ambitions whilst providing a strong position to increase the overall financial health of the authority and deliver further savings.
- 1.3 This report sets out a proposed structural change to the Senior Leadership Team, a process to recruit and a financial recommendation and seeks the approval of the Executive prior to consideration by Full Council.

2 Recommendations

- 2.1 The Executive are asked to recommend to Full Council the recruitment of four Director level posts.
- 2.2 The Executive approve the additional budget of £94k for 2019/20:
 - General Fund: £50k from the CEO Earmarked Reserve and £18k from the Business Rates Retention Funding.
 - Housing Revenue Account: £26k from general balances.
- 2.3 The Executive note the full year costs of £254k (GF: £183k; HRA: £71k) and recommend to Full Council that this be built into the Councils Medium Term Financial Plan/HRA Business Plan for 2020/21 onwards.

3 Risk Assessment

Risk Matrix

Description	Likelihood	Impact	Overall
Risk: Organisational disruption to staff and loss of morale	3	4	12
<i>Mitigation: Heads of Function and People Managers to ensure communication and role clarity is maintained</i>	2	3	6
Risk: Unable to recruit all roles	3	4	12
<i>Mitigation: Robust recruitment strategy supported by Executive recruitment partners</i>	1	3	3

Risk Scoring Matrix

Likelihood	5	Very Likely	Low (5)	Medium (10)	High (15)	Very High (20)	Very High (25)
	4	Likely	Low (4)	Medium (8)	Medium (12)	High (16)	Very High (20)
	3	Feasible	Low (3)	Low (6)	Medium (9)	Medium (12)	High (15)
	2	Slight	Low (2)	Low (4)	Low (6)	Medium (8)	Medium (10)
	1	Very Unlikely	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)
			1	2	3	4	5
			Negligible	Minor	Moderate	Major	Catastrophic
			Impact				

Likelihood of risk occurring	Indicator	Description (chance of occurrence)
1. Very Unlikely	May occur in exceptional circumstances	< 10%
2. Slight	Is unlikely to, but could occur at some time	10 – 25%
3. Feasible	Fairly likely to occur at some time	25 – 50%

4 Background and Full details of the Report

- 4.1 The Council has been through significant transformation and organisational restructure. In February 2018 we began a 30 day consultation period for a new operating model for the way our roles and structures operated. This also included proposals for a Heads of Function focussed on 6 functional areas. An organisational wide recruitment and selection process began in April 2018 recruiting in six Heads of Function (HOF) who then proceeded to shape and recruit into their respective functional areas.
- 4.2 It was acknowledged that senior management team requirements would be considered after the creation of the new Somerset West and Taunton Council.
- 4.3 Following the recruitment of Heads of Function the remaining management team comprised of a Director of Operations (Deputy Chief Executive), Monitoring Officer and Strategic Finance Advisor/Section 151 officer shared with South Somerset District Council.
- 4.4 In September 2018 recruitment for a Chief Executive to serve the new Council began and as reported to the Somerset West and Taunton Shadow Council 10 September 2018 the requirements for the leadership team would be left to the consideration of the Chief Executive following their appointment. This recruitment was supported by the LGA (Local Government Association) and amongst their conclusions was the need to recruit the Chief Executive early which would enable them to consider senior leadership team requirements as soon as possible.
- 4.5 A new Chief Executive started 2 January 2019 and has had time to review organisational requirements and priorities. This has identified the need to focus and structure delivery against four key areas – Housing, our ambitions for growth, income generation and to maximise the benefit drivers from the transformation programme. It has also been recognised we need to increase our capacity in the areas of economic development, strategic partnerships and Climate Change.
- 4.6 Increased strategic focus and drive of these areas will enable us to:-
- 4.7 Plan for, deliver and secure external funding for growth in terms of our place, our social and economic ambitions
- 4.8 Focus on securing and supporting our existing partnerships and encourage further inward investment and delivery of enhancements to our towns and coastal areas
- 4.9 Ensure our external operations of the DLO, Crematorium and Deane Helpline deliver quality services and move to a position of financial sustainability and increased revenue to invest back into our provision of services
- 4.10 Seek to address levels of inequality in our communities both social and economic through supporting the delivery of affordable housing and development of our existing housing stock and services

- 4.12 Play a strategic and key role in leading climate change programmes and initiatives to reduce the organisations environmental impact, achieve carbon neutrality and minimise the environmental footprint of Somerset West and Taunton (place) on the wider planet
- 4.13 Ensure that the governance and stewardship of the organisation operates in an effective and agile way to ensure we are able to respond to business needs.
- 4.14 Ensure that we are taking a solution focussed approach to our service delivery whilst maximising every opportunity to improve and transform our services so they are future proof and providing maximum value for money

5 The Proposal for the Director Roles

- 5.1 It is proposed that four Directors, reporting directly to the Chief Executive, are put in place providing a focus on key delivery areas of: Housing, our internal capability to future proof services, our external delivery to customers and our development of place and external investment. The Directors will be accountable for leading the corporate direction of the Council through strategic leadership, taking the principal role in the development of a clear strategy and priorities to achieve investment, excellence in service delivery through sustainable process development and revenue generation. A structure chart with associated functional areas under each Director is attached in Appendix A
- 5.2 The proposed Directors and high level overview of accountability :

Director of Housing: Strategic oversight across all of our housing functions to ensure that this priority area for the Council is represented and focussed to provide the community have a lean focussed customer centric housing provision across the whole of Somerset West and Taunton

Director of Internal Operations: Following and extensive period of change and disruption to provide strategic vision and drive to deliver excellence, efficiency through channel shift and new working practices for our communities. Developing our internal capability to drive performance and become the engine room of our Council that is efficient and agile in its working practices

Director of External Operations: Strategic vision and drive to create a commercial customer focused five star rated external operations function. To also drive our strategic aspirations around waste, maximise income benefit realised to deliver services back into the council.

Director Development and Place: Strategic oversight and development of our large scale mixed used developments. Working with government agencies providing an emphasis and clear vision for all major projects in the Somerset West and Taunton area. Driving the economic development agenda, climate change and shaping of place. This role will be key to working strategically and across our partnership in attracting external investment and long term development opportunities.

- 5.3 Each Director will need to operate within the MTTFP and a number of them will be challenged to bring in additional income.
- 5.4 The Heads of Function role will continue to play a key role to maintain continuity in service delivery. Ensuring that the goals of our new operating model are delivered and continue to provide management and collaboration of services to deliver the councils ambitions across the functional areas.
- 5.5 The Deputy Chief Executive role was maintained in the structure to ensure continuity during transition this position is no longer required.
- 5.6 The Monitoring Officer Role will continue to be held in the existing position within the structure.
- 5.7 The S151 Officer will continue to remain as held in the existing position within the structure
- 5.8 Two vacancies of Case Manager - Executive Assistant and Funding Manager will not be filled as these activities are being covered by other roles in the structure
- 5.9 Implications for staff below Head of Function level will be that existing structures will move with their current Head of Function under the Director as indicated in Appendix A. At this stage this is a broad/indicative picture and where there are services and Heads of Function roles that could sit across two Director areas this will be agreed once Directors are in post.
- 5.10 To deliver the scale and ambition required these roles will be operating at a very senior executive level. This has required us to look beyond the traditional pool and to attract the calibre of candidate required and the salaries for these posts will be £100,000 on a fixed point scale.

6 Costs and Funding

- 6.1 The incremental full year costs of the four proposed Director posts after taking into account the removal of 3 other posts within the structure (Deputy Chief Executive, Executive Assistant and Funding Manager) is £254k (GF: £183k; HRA: £71k) per annum (based upon 2019/20 salaries). These costs will be built into the Medium Term Financial Plan and HRA Business Plan for the Council for 2020/21 onwards.
- 6.2 The Deputy Chief Executive redundancy will be funded from the existing funds.
- 6.3 The impact upon the salary budgets for 2019/20 is £19k and costs of recruitment are estimated to be up to £75k. Therefore the total additional costs in 19/20 are £94k. It is recommend that this is funded by £26k from HRA general balances, £50k from the GF CEO earmarked reserve and £18k from the business rate pooling gain from 18/19 which is within the Business Rate Smoothing Earmarked Reserve.

7 HR Implications & Process

- 7.1 The process for the recruitment of these posts is set out in the Councils Constitution, Officer Employment Procedure Rules which is as follows:

Appointment to Other Senior Officer Posts (including the Section 151 Officer and Monitoring Officer)

An appointment panel will be appointed by the Proper Officer.

The appointment panel shall include:-

- (a) The Chair or Vice Chair of the Scrutiny Committee or the Chair or Vice Chair of a Regulatory Committee;
- (b) The Leader and one Member of the Executive

The Chief Executive to make the appointment having consulted the members of the panel.

In the case of the S151 Officer and Monitoring Officer, Full Council will confirm their appointment.

- 7.2 For the purposes of transparency and fairness an external recruitment exercise will be undertaken. This will ensure that the council has every opportunity to seek and test for the very best calibre candidate for what are key senior leadership roles for the Council

8 Consultation

- 8.1 UNISON have been kept informed of the proposals in this report by the Chief Executive and provided with a copy of this report.
- 8.2 Comments received from UNISON have been provided in this report in Appendix B
- 8.3 In accordance with our own policies and procedures consultation on these proposals have taken place with the directly affected staff

9 Recruitment Process and Timetable

- 9.1 It is proposed that we utilise an external recruitment agency. We have had success using this approach to recruit two of our current Heads of Function and the current Chief Executive.
- 9.2 To ensure we are able to meet the earliest time scales we are currently undertaking a procurement process to ensure we select an Executive recruitment agency that will provide best value in terms of quality, approach and cost.
- 9.3 Estimated costs for recruitment are up to £75,000. This includes executive search agency fees for all four roles, appropriate psychometric evaluations appropriate to the level of role, venue and ancillary costs
- 9.4 An indicative timetable at this stage for the recruitment process is:
 - July Tender, evaluation and appointment Executive recruitment agency
 - August Recruitment planning and preparation
 - Early September Advertise
 - End September Shortlisting of applicants
 - Mid October Interviewing and assessment of shortlisted candidates
 - End October Appointment decision

10 Links to Corporate Aims / Priorities

10.1 The new posts align to the merging Corporate Plan

11 Finance / Resource Implications

11.1 Please refer to section 6: Costs and Funding of this report

12 Equality and Diversity Implications

12.1 The recruitment procedure will operate in full accordance of the Councils policies which will ensure that equality monitoring is undertaken and that any legislative requirements are adhered to

Democratic Path:

- **Scrutiny – No**
- **Executive – Yes**
- **Full Council – Yes**

Reporting Frequency: **Once only** **Ad-hoc** **Quarterly**
 Twice-yearly **Annually**

List of Appendices (delete if not applicable)

Appendix A	High level overview of service responsibility by Director
Appendix B	UNISON comments

Contact Officers

Name	James Hassett – Chief Executive
Direct Dial	01823 3785900
Email	j.hassett@somersetwestandtaunton.gov.uk

Name	Alison North – People Business Partner
Direct Dial	07800601934
Email	a.north@somersetwestandtaunton.gov.uk

Name	Emily Collacott – Finance Business Partner
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High level overview of service area responsibility by Director

DIRECTOR Internal Operations

Customer Service
Deane Helpline
Digital Mailroom
Facilities Management
Health & Safety
Revenues & Benefits
Income
Accounts Payable
Procurement
Internal Change
ICT
Finance + 151
Business Analyst
Business Intelligence
Communications
Performance & Governance
Democratic Services
People Function
Corporate Planning & Strategy

DIRECTOR External Operations

Open Spaces
Waste
Street Cleaning
Fleet
Environmental Health
Private Sector Housing
Licencing
Car Parking
Leisure & Event Management
Crematorium

DIRECTOR Housing

Tenancy & Landlord
Housing stock investment
and asset management
Leasehold
New Build & Development
Homelessness
Repairs
Estates Management
Right to buy
Supported Housing
Housing Property Services

DIRECTOR Development & Place

Commercial Investment
Assets
Capital Projects
Climate Change
Economic Development
Flooding
Garden Towns
Planning
Heritage

Appendix B

UNISON comments on report to Executive:

Structural Change Senior Leadership Team

Overall UNISON supports the recommendations contained in the report and is pleased the authority is moving back to a more traditional organisational structure. The move away from continued cuts to budgets and services and the rebuilding of recognisable services can only build confidence and security for our staff and customers.

In particular we welcome the Council's recognition of the importance of the authority as a major landlord and having an identifiable Director with responsibility for housing and control of the Housing Revenue Account (HRA). UNISON has previously raised concerns about the potential for the weakening of the ring fence that should exist to protect the HRA and the inappropriate use of HRA funds to pay for General Fund activities and those of other agencies.

The recognition of the importance of the role the authority as a place shaper and the role the Director for Development and Place will have in developing a clear vision for all projects in Somerset West and Taunton is welcome, together with the importance of having a recognisable planning service. This can only assist the Council in the retention and recruitment of professionally qualified planning officers.

We would be keen for this approach to be adopted across other areas of the authority where recognisable professions exist such as Finance, Environmental Health, Housing, skilled trades etc.

UNISON does however, have some questions and concerns as follows:

1. UNISON notes with the appointment of the four new Directors the potential for a change in the level of responsibility of the posts of Head of Functions. Therefore, as at such time any HoF post becomes vacant and the decision is made to fill the vacancy, UNISON will expect to see that the salary awarded will reflect the appropriate level of responsibilities.
2. UNISON does have concerns about how posts will be disentangled from the current structure to the new proposed directorships without causing significant disruption to staff. We understand your proposal is to lift and shift staff where appropriate but many are working across multiple areas.
3. We are concerned the new structure now appears to be "top heavy" with a new layer of management added, 4 new Directors and 7 Heads of Function.

4. UNISON appreciate recruitment is still underway for front line staff but would have concerns if the funding required to pay for the 4 new Director Posts is at the detriment to the needs of the wider business and being able to recruit posts for the delivery of front line services.
5. UNISON is concerned that the appointment of the New Directors may result in a further period of reorganisation of the Council services, following what has already been a very long and disruptive process of transformation.

11th July 2019

Neil Anderson

Branch Secretary

On behalf of UNISON SWT Branch

SWT EXECUTIVE FORWARD PLAN - May 2019 to September 2020

FOR THE PERIOD 6 MAY 2019 TO 30 SEPTEMBER 2019

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
Hinkley Tourism Action Partnership Allocations	SWT Executive	18 Jun 2019				
Regeneration of Firepool	SWT Executive	18 Jun 2019				Asset Management and Economic Development Portfolio Holder <i>James Barrah</i> <i>j.barrah@somersetwestandtaunton.gov.uk</i>
Commercial Asset Management - Confidential Item	SWT Executive	18 Jun 2019				Asset Management and Economic Development Portfolio Holder <i>James Barrah</i> <i>j.barrah@somersetwestandtaunton.gov.uk</i>
Statement of Community Involvement - Draft For Consultation	SWT Executive	9 Jul 2019				Planning and Transportation Portfolio Holder
District Wide Local Plan: New Member Steering Group - Nominations	SWT Executive	9 Jul 2019				
District Wide Local Plan: Local Development Scheme	SWT Executive	9 Jul 2019				

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Agenda Item 10

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
Coal Orchard Development	SWT Executive	9 Jul 2019				Asset Management and Economic Development Portfolio Holder
Structural Change - Senior Leadership Team	SWT Executive	23 Jul 2019				
2018/19 Financial Performance Report	SWT Executive	23 Jul 2019				Corporate Resources Portfolio Holder
Caunton Garden Town Vision	SWT Executive	23 Jul 2019				
Caunton Park and Ride	SWT Executive	23 Jul 2019				
Complaints Process	SWT Executive	20 Aug 2019				
HRA Budget Investment	SWT Executive	20 Aug 2019				
Strategic Flood Scheme	SWT Executive	20 Aug 2019				
HPC Strategy	SWT Executive	10 Sep 2019				

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
Brewhouse	SWT Executive	10 Sep 2019				
Otterford Traveller's Site	SWT Executive	10 Sep 2019				
Corporate Plan	SWT Executive	10 Sep 2019				
East Quay Wall Repairs	SWT Executive	10 Sep 2019				
Local Plan Issues Document - Approval for Public Consultation						

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