

# Public Document Pack



## Shadow Executive

Thursday, 6th December, 2018, 6.00 pm

Council Chamber - West Somerset House

**Members: J Williams (Chairman), A Trollope-Bellew (Vice-Chair), R Habgood, J Warmington, M Dewdney, A Hadley, S Pugsley and A Sully**

## Agenda

1. **Apologies.**
2. **Minutes of the previous meeting of the Shadow Executive.** (Pages 3 - 6)
3. **Declarations of Interest.**

To receive and record any declarations of disclosable pecuniary interests or personal or prejudicial 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 Chairman 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.
5. **New Council Branding**
6. **New Council Implementation Plan** (Pages 7 - 26)
7. **Somerset Waste Partnership Business Plan** (Pages 27 - 56)

8. **Somerset Housing Strategy** (Pages 57 - 112)
9. **Draft 2019-20 Fees and Charges** (Pages 113 - 202)
10. **2019-20 Budget Progress Report and Initial Budget Options** (Pages 203 - 210)
11. **Forward Plan** (Pages 211 - 212)

## Shadow Executive - 15 November 2018

Present: Councillor J Williams (Chairman)

Councillors A Trollope-Bellew, R Habgood, M Dewdney, S Pugsley and A Sully

Officers: Brendan Cleere, Paul Fitzgerald, Marcus Prouse and Jayne Souter

Also Present: Councillors P Berry, S Dowding, L Lisgo and B Maitland-Walker

(The meeting commenced at 4.30 pm)

### 23. **Apologies.**

There were apologies from Councillor A Hadley and J Warmington.

### 24. **Minutes of the previous meeting of the Shadow Executive.**

The minutes of the meeting held on 26 September 2018 were affirmed as a correct record.

### 25. **Declarations of Interest.**

Members present at the meeting declared the following personal interests in their capacity as a Member of a County, Parish or Town Council:

Name	Minute No.	Member of	Action Taken
Cllr A Trollope-Bellew	All	Crowcombe	Spoke and voted
Cllr B Maitland-Walker	All	Carhampton	Spoke

### 26. **Public Participation.**

No member of the public requested to speak.

### 27. **Heart of the South West - Joint Committee - Council Update (attached)**

The purpose of the report was to summarize the progress made by the Committee over recent months in key areas of activity and sets out actions proposed in the coming months.

The Leader introduced the item and the now Head of Localities presented the report in further detail, drawing attention to the salient points contained within.

In January 2018, the HotSW Joint Committee was formally established by the councils and organisations involved since 2015 in the devolution partnership. The Committee was tasked with improving productivity across the HotSW area in collaboration with the HotSW LEP and other organisations as necessary.

The Committee had met formally three times in 2018, in March, June and October. In addition to this the management structure that sat behind the Committee and involved Chief Executives and senior officers from across the partnership had met regularly to drive the business of the Committee. The Committee was chaired by Cllr David Fothergill, Leader of Somerset County Council and the Vice-Chair was Cllr John Tucker, Leader of South Hams District Council.

During the discussion of this item Members made comments and statements and asked questions, and the following main points were raised:

- Members queried that the Head of Localities though in a new post now was still the Council's Officer Representative on the Local Enterprise Partnership?
- *It was confirmed that they were for the time being, but that this may change depending upon the Strategic Direction given by the new Chief Executive.*
- It was raised that the LEP had a heavy emphasis on driving innovation and skills, and that their agenda had a lot of overlap with the recent Task and Finish Report's into Employment Land and an Innovation Centre.
- *Report Author would be happy to meet to discuss this further but the alignment of Council objectives with the LEP's was strong. A Prosperity Strategy would be prepared in due course which would tie all this work together.*
- Engagement with the LEP to tackle productivity was considered important. Members had attended Productivity Workshops which had brought focus, and this momentum needed to be carried forward into the practicalities and how this work could be achieved.

**RESOLVED (1)** that the Shadow Executive noted the progress report setting out the work of the Heart of the South West (HotSW) Joint Committee since its establishment in March 2018;

**RESOLVED (2)** that the Shadow Executive recommended Taunton Deane Borough Council and West Somerset Council to agree to delegate the development and endorsement of the HotSW Local Industrial Strategy (LIS) to the HotSW Joint Committee (noting that final approval of the HotSW LIS rests with the HotSW Local Enterprise Partnership (LEP) and the Government).

**RESOLVED (3)** that the Shadow Executive noted the Budget statement for 2018/19 set out in Appendix B and that in accordance with the decisions taken at the time the Committee was established the two extant Councils will be asked to make an annual budgetary provision to meet the support costs of the Joint Committee in line with the Taunton Deane and West Somerset Councils' 2018/19 contribution. Final clarification on any additional 2019/20 budget requirement will be provided following the completion of the review of the Joint Committee's role, function and management support arrangements and development of its work programme for 2019/20.

**RESOLVED (4)** that the Shadow Executive recommended that Taunton Deane Borough Council and West Somerset Council agree to the Budget and Cost-sharing Agreement set out in Appendix B to the report.

28. **Exclusion of Press and Public**

**RESOLVED** that the press and public be excluded during consideration of Item 7 on the grounds that, if the press and public were present during the item, there would be likely to be a disclosure to them of exempt information of the class specified in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended as follows:

The item contained information that could release confidential information that related to the financial or business affairs of any particular person (including the authority holding that information). It was therefore agreed that after consideration of all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

29. **Confidential Report - Proposed Disposal of Commercial Land (Report of the Special Project Consultant).**

This report referred to the Sale of Land at Smithsyard, Washford, Somerset, TA23 0NB.

**RESOLVED** that Shadow Executive recommended that West Somerset Full Council approve that all of the land owned Freehold by West Somerset Council and as shown on Appendix A is sold to 308 Developments Ltd.

30. **Forward Plan**

The purpose of this item was to approve the Forward Plan.

**RESOLVED** that the Shadow Executive's Forward Plan be circulated to Members of the Shadow Executive after the meeting.

31. **Date of next meeting**

The next meeting date had been agreed:-

- Shadow Executive – 6 December 2018 at 6 pm, Council Chamber, West Somerset House, Williton.

(The Meeting ended at 5.05 pm)





## Somerset West and Taunton Shadow Council

### Shadow Executive Meeting – 6 December 2018

### Implementation Plan for the Creation of a New Council for Somerset West and Taunton - Update

This matter is the responsibility of the Leader of the Shadow Council  
 Report Author: Paul Harding – New Council Workstream Lead

#### 1 Executive Summary

- 1.1 The Somerset West and Taunton Shadow Authority is required to have in place an Implementation Plan to outline how the functions and responsibilities of Taunton Deane and West Somerset will transfer to the Somerset West and Taunton Council on 1 April 2019.
- 1.2 This report provides members of the Shadow Executive with an update on progress against the Plan, which was approved by Shadow Council at their October meeting.

#### 2 Recommendations

- 2.1 It is recommended that Shadow Executive for Somerset West and Taunton Council notes the progress made in relation to the Implementation Plan.

#### Risk Assessment

##### Risk Matrix

Description	Likelihood	Impact	Overall
Somerset West and Taunton Council is not legal, safe or functioning from 1 April.	3	5	15
<i>The mitigations for this is the Implementation Plan described within this report</i>	1	5	5

### Risk Scoring Matrix

<b>Likelihood</b>	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
			<b>Impact</b>				

<b>Likelihood of risk occurring</b>	<b>Indicator</b>	<b>Description (chance of occurrence)</b>
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%

## 1 Background

- 1.1 In May 2018 the orders to create a new, single district-level council for Somerset West and Taunton were signed into law by the Secretary of State for Housing, Communities and Local Government confirming that the new Council would be created on 1 April 2019 and elections to the new Council would take place on 2 May 2019.
- 1.2 The order that creates the new Somerset West and Taunton Council provided for the establishment of a Shadow Authority and Shadow Executive to operate before Somerset West and Taunton Council takes on full responsibility on 1 April 2019.
- 1.3 Regulation 11 of The Somerset West and Taunton (Local Government Changes) Order 2018 provides that the Shadow Authority must prepare, keep under review, and revise as necessary an Implementation Plan. The Implementation Plan must include such plans, timetables and budgets as the Authority considers necessary to facilitate the economic, effective, efficient and timely discharge, on or after 1 April 2019, of the functions that, before that date, are the District Councils' functions.



- 1.4 The Shadow Authority must approve the Implementation Plan and delegate the functions conferred on it by Regulation 11 of the Changes Order to the Shadow Executive. Therefore, the Shadow Executive is responsible for keeping the Implementation Plan under review, and revising it, as necessary.

## 2 The Implementation Plan

- 2.1 The focus of the Implementation Plan is to ensure the new council is legal, safe and functioning from 1 April 2019.
- 2.2 The Plan seeks to identify all of the actions necessary to meet these objectives.
- 2.3 Due to the legislative path that is being followed to create the new council, there is no precedent regarding the individual elements that an Implementation Plan should include nor what form the Plan should take.
- 2.4 Officers have shared our initial draft with MHCLG officials and have also looked at the approach being adopted by other councils currently in the process of creating new councils who are following the same legislative path as ourselves, in order to help shape the content of our Plan.
- 2.5 At a high level, the Plan focuses on ensuring Somerset West and Taunton Council...
- has the staff and contracts in place to deliver services to our community;
  - can make lawful decisions (constitution, strategies, plans and policies);
  - holds the necessary insurances, licences and permits to operate;
  - has the necessary governance arrangements in place (statutory officers, auditors, committees);
  - can order necessary goods and services;
  - can pay its suppliers, members and staff;
  - can set, bill and collect income.
- 2.6 The Implementation Plan is at **Appendix A**. It contains the high-level actions and activities on which officers are focused. Supporting these actions are many sub-activities which are tracked within more detailed project plans.

## 4. Finance / Resource Implications

- 4.1 The implementation of the new Somerset West and Taunton Council has an agreed budget which both councils committed to as part of the approved transformation business case in the summer of 2016. The new single council is estimated to generate approximate ongoing savings of £0.5 million per annum; with payback being delivered in 2020/21.
- 4.2 The actions within the Implementation Plan will predominantly be delivered by a combination of project resource within the Transformation Team and One Team officers in operational service areas.

## **5 Legal Implications**

- 5.1 The Shadow Authority is required to have an Implementation Plan in place by virtue of Regulation 11 of The Somerset West and Taunton (Local Government Changes) Order 2018.
- 5.2 In preparing and carrying out the Implementation Plan, the Shadow Authority must have regard to the information originally supplied to the Secretary of State in support of proposals for a single council.
- 5.3 The whole process of establishing shadow governance arrangements has required external specialist legal support and this will continue until a new, legal, safe and functioning council is stood up on 1 April 2019.

## **6 Environmental Impact Implications**

- 6.1 No specific impact.

## **7 Safeguarding and/or Community Safety Implications**

- 7.1 No specific impact.

## **8 Equality and Diversity Implications**

- 8.1 As we progress towards 1 April 2019, and take forward individual actions arising out of the implementation plan, we will need to assess the impacts that any potential service changes have. Where appropriate, the impacts will be subject to formal assessment (such as equality impact assessment, or data protection impact assessment) and appropriate mitigations will be developed.

## **9 Social Value Implications**

- 9.1 No specific impact.

## **10 Partnership Implications**

- 10.1 The implementation plan contains items relating to partnerships.

## **11 Health and Wellbeing Implications**

- 11.1 No specific impact.

## **12 Asset Management Implications**

- 12.1 The implementation plan contains items relating to assets.

## 13 Consultation Implications

13.1 The Shadow Scrutiny committee and Shadow Council have reviewed the Implementation Plan.

### Democratic Path:

- Shadow Scrutiny – Yes
- Shadow Executive– Yes

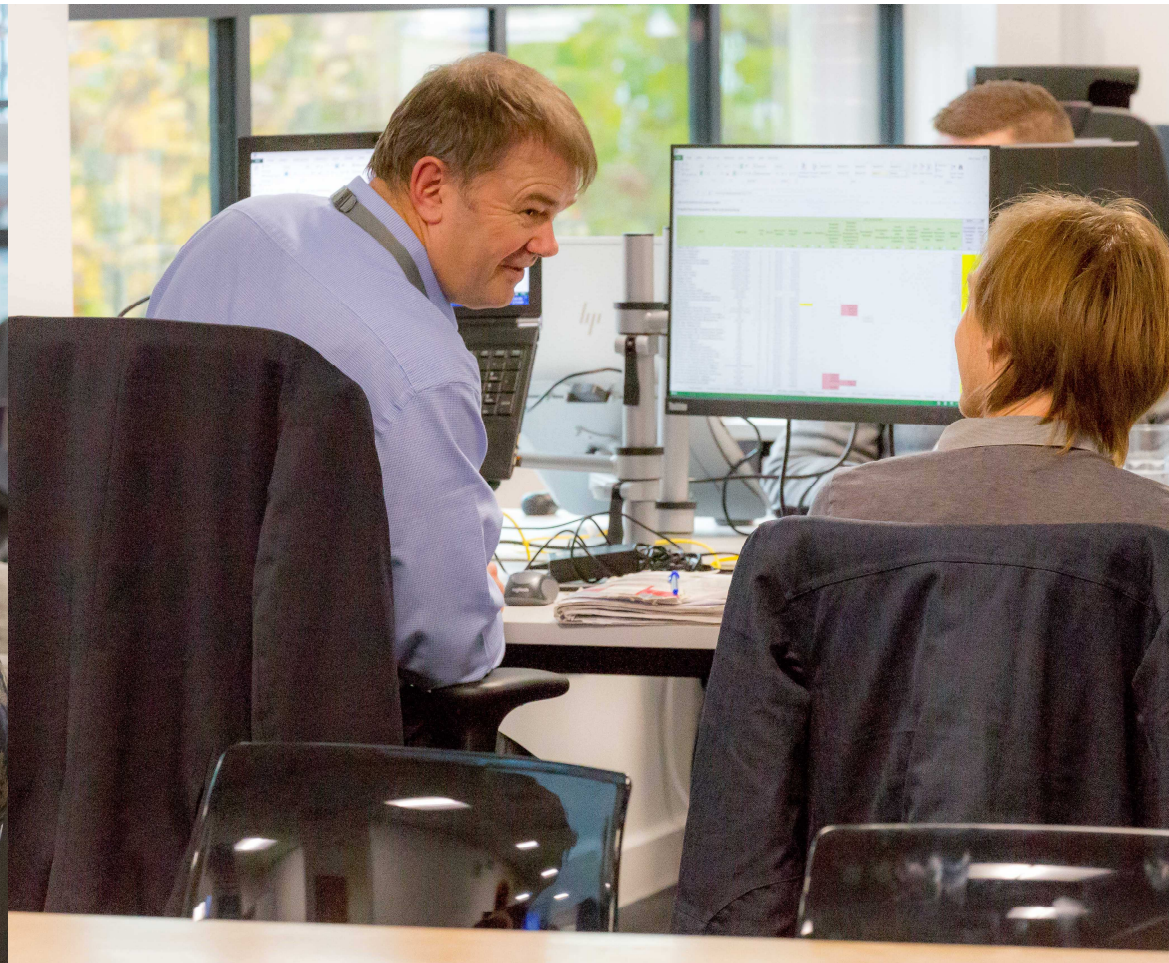
### List of Appendices

Appendix A	Somerset West and Taunton Council Implementation Plan
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### Contact Officers

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# New Council Implementation Plan Update

## Commentary

During the past month or so there has been significant progress in a number of areas.

Firstly, the Somerset West and Taunton Implementation Plan was approved by the Shadow Council at its October meeting. The Plan is owned by the Shadow Executive and is managed on a day to day basis by the Central Implementation Team, as approved by the Shadow Council at its first meeting.

The Plan is attached as **Appendix A**. A commitment has been made to share progress with Shadow Scrutiny on a monthly basis. An update was provided at the Shadow Scrutiny meeting held on 26 November 2018. There were no challenges made in relation to the report. An observation was made that not all actions can be of equal importance. This was acknowledged. Any problems with an action which affects the critical path will be clearly highlighted. There are none at present.

The Boundary Commission warding review recommendations were published and shared with Members at the end of October. Subject to parliamentary approval Somerset West and Taunton Council will be made up of 59 elected members. This is a key piece of work, essential to planning for the May 2019 elections, the next key milestone for which is the publication of the combined electoral register in February.

Work on developing the Constitution has commenced with the first two parts of new constitution having been reviewed by the Constitution Sub-group of the New Council Member Working Group. Further parts will follow, as per an agreed schedule, with approval by Shadow Council anticipated in late March.

There has also been positive news regarding the three consequential orders which we have been working with the Ministry of Housing Local Government and Communities (MHCLG) and the other 'merging' councils to develop. The General order which deals with the transfer of assets, liabilities, decisions, orders etc. was made by the Minister, laid on 2 November and came into force on 26 November.

The final draft of Finance order has been received from MHCLG. This primarily provides the rules around Council Tax equalisation. On 6 November we attended a meeting with MHCLG and the other 'merging' councils to review this draft. Regarding the Place-specific order we have submitted details of the areas we believe need covering within the order and have responded to a final draft from MHCLG which their lawyers are reviewing.

Finally, there has been progress on closing actions within the Implementation Plan. 29 Actions are now completed. There has also been an increase in the number of actions that have commenced. Whilst there are many yet to start, in most instances these have a known dependency (e.g. branding being agreed) and cannot start yet (e.g. closure of the accounts) so are not cause for particular concern at this point.

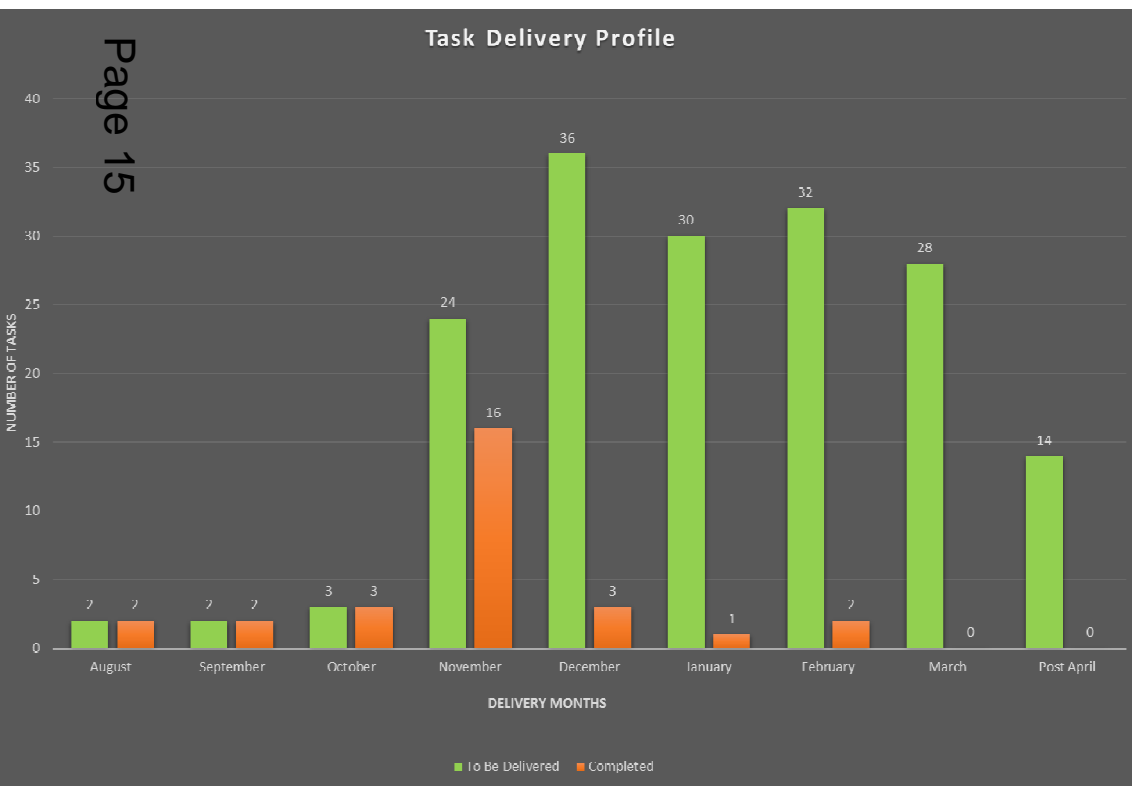
# Somerset West and Taunton Council Implementation Plan Summary

## Implementation Plan Actions (@27 Nov)

Not Started	In Progress	Completed	Total
73	69	29	171
43%	40%	17%	100%

## Highlights this period

1. Implementation Plan approved by Shadow Council;
2. Boundary commission review recommendations published;
3. First two parts of new constitution reviewed by Constitution Sub-group;
4. General order made and laid in Parliament - effective from 26 Nov 19;
5. Final draft of the Finance order received from MHCLG;
6. Second draft of the Place Specific order received from MHCLG



## Risks and Issues

### Risks

- A Dependencies on third parties (e.g. Government departments, technology providers, banks), causes delay beyond our control.

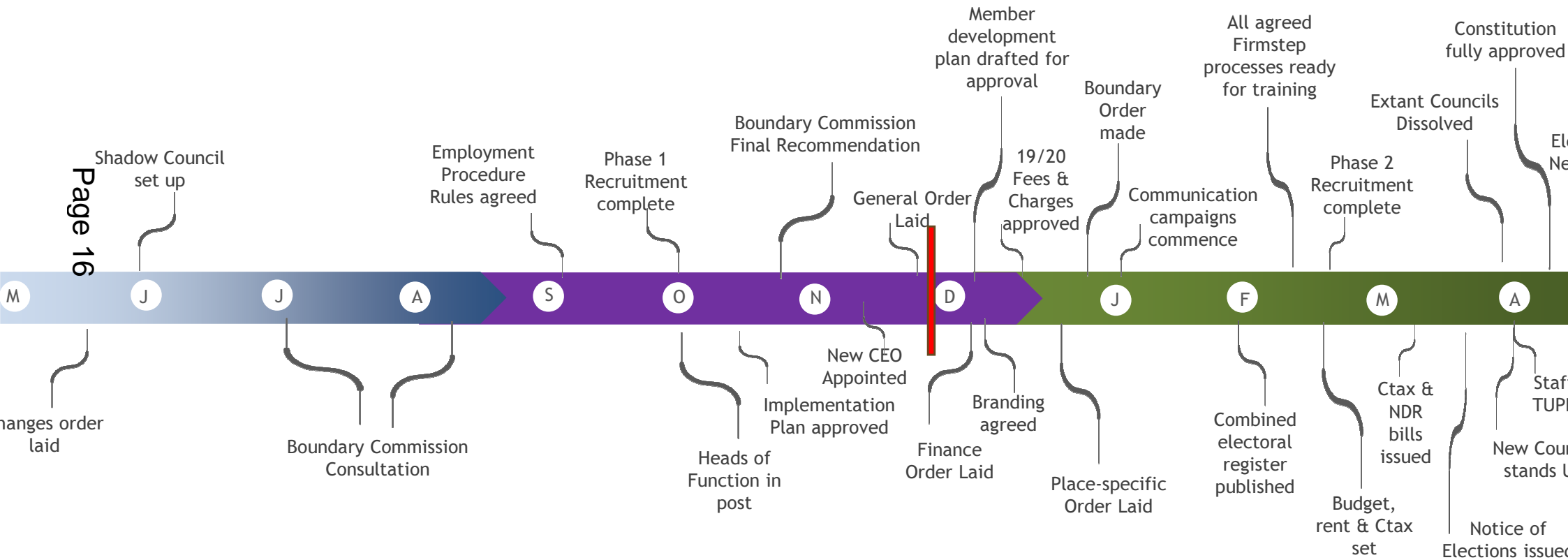
### Issues

- A Practicalities for decision making between 1 Apr and May 19;
- A Movement of staff within, and exiting, the council and their capacity

## New Council Cost

Baseline Cost £329,000	Forecast Cost £381,000*	% Spent To Date 38%	*Variance related to legal costs to safe delivery council
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# New Council Implementation- Critical Path





Status	Est Delivery (End of month)	Task Name
<b>Consequential orders</b>		
In Progress	Dec	New Council 'Finance' order
In Progress	Dec	New council 'Place Specific' order
Completed	Nov	General' New Council Transition Order
<b>Recruitment Processes</b>		
Completed	Oct	Phase 1: Recruitment & Appointments
In Progress	Mar	Phase 2 Recruitment - Recruitment & Appointments
Completed	Nov	Appointment of Chief Executive
In Progress	Nov	TUPE plan developed and commenced
<b>New Constitution Developed and Agreed</b>		
Completed	Sept	Report to Shadow Governance Cttee Setting out the Requirements and Timetable
In Progress	Dec	Summary & Explanation, Articles and Responsibility for functions approved by Standards Cttee
In Progress	Jan	Rules of procedure, access to information, budget and policy framework, finance procedure rules, contract rules and executive procedure rules - approved by Standards Cttee
In Progress	Mar	Overview and scrutiny rules, Employment procedure rules, protocol for relationships, member code of conduct, planning code of conduct, member allowances - approved by Standards Cttee
Not Started	Apr	Constitution approved by Shadow Council
<b>May Elections</b>		
Completed	Aug	Boundary Commission consultation
Completed	Oct	Boundary Commission review outcome published
In Progress	May	Prepare for and hold elections to New council (combined register needed for 1 Feb)
<b>HR &amp; Payroll</b>		
Not Started	Feb	New set up for Midland Payroll
Not Started	Feb	Allow Midland HR to make payments on New Councils behalf

Not Started	Feb	Redesign Payslips
Not Started	Jan	Inform Pensions Regulator of New Council
Not Started	Jan	Inform Insight of the change to New Council
Not Started	Jan	Midland HR Payroll - third party payments
Not Started	Jan	Inform Court Services
Not Started	Jan	Inform Salary Exchange of new employer status (childcare)
Not Started	Jan	Inform Salary Exchange of new employer status (bike)
Not Started	Feb	Inform staff of car loans transfer to the New Council
Not Started	Dec	Inform previously TUPE'd staff of new council
Not Started	Jan	Inform Government regarding Gender Pay Gap
Not Started	Dec	To register the New Council with the Matrix employment agency
Not Started	Dec	register New Council with HM Courts & Tribunal Service
Not Started	Feb	Register new council as employer with HMRC
Not Started	Feb	Notify Agency Staff of change of employer
Not Started	Jan	Re-register with the Digital Apprenticeship Service
<b>Processes Live</b>		
In Progress	Feb	All agreed Firmstep processes ready for training & Day 1 launch
<b>Technology</b>		
In Progress	Mar	New website live with top 100 pages + statutory content
In Progress	Mar	MyAccounts - Rents
In Progress	Mar	My Accounts - Ctax
In Progress	Mar	My Accounts - NDR
In Progress	Apr	Develop and Go Live with My Services

In Progress	Apr	Develop and Go Live with Self Portal
In Progress	Apr	Firmstep for Business Customers developed and go live
In Progress	Apr	Service Portal - Live with dashboards
In Progress	Feb	Payment Hub - Live and processing new year payments
In Progress	Jan	Go Live with one Finance System
In Progress	Feb	Single LLPG/addressing gazetteer
In Progress	Feb	Payment System - Built and ready to deploy
In Progress	Apr	Intranet - Dash Live with Dashboards and Workflow in Forms
<b>Logo &amp; Signage</b>		
Completed	Nov	New council logo developed for review
Not Started	Dec	Logo & Branding approved
In Progress	Jan	New signage at Deane House and WSH designed, ordered and in place)
Not Started	Jan	All other (non DH or WSH) signage identified and plan for updating in place
<b>Key Contracts</b>		
Not Started	Feb	Public Sector Audit Appointments (PSAA) Contract for Shadow and New Council and HB Subsidy
Completed	Nov	Insurance Contract
In Progress	Jan	Bank Account agreed
In Progress	Feb	Ensure continuity of internal audit provision with SWAP
<b>Registrations, Approvals &amp; Licences</b>		
In Progress	Feb	Amend Land Registry entries for all council land and property assets
Completed	Sept	Clarify registration position with ICO for Shadow Authority
In Progress	Jan	Arrange Membership Registration of Lotteries Council
Completed	Aug	Clarify position regarding Microsoft Licences

In Progress	Dec	Transfer fleet vehicle and Tax registrations to name of new council
In Progress	Dec	Apply for a Waste Transfer Station licence
In Progress	Dec	Apply for a Transport Operators Licence
In Progress	Dec	Fleet insurance and MID database changes
In Progress	Dec	Hazardous waste producers registration
In Progress	Jan	Coastal protection Authority / Trinity House registration
In Progress	Jan	Marine Licence
In Progress	Mar	To register the new Council and Electoral services as a Data Controller under the Data Protection Act
In Progress	Mar	Software Licence transfers
Completed	Feb	TSA Accreditation updated to reflect name change
In Progress	Apr	Amend Gas servicing registration to reflect New Council
In Progress	Apr	NICEIC – Electrical Registration for New Council
Completed	Feb	Change Public Sector Mapping Agreement (PMSA) Licence to reflect new council
Not Started	Jan	Update Copyright Licencing Authority (CLA) registration for new council
In Progress	Apr	Apply for Waste Carrier Registration
Not Started	Jan	Licensing agreements with housing providers reflect New Council
Completed	Jan	FSA re-issue of unique approval numbers for food business in WSC & TDBC
Completed	Dec	Register New Council with HCA
Not Started	Dec	Update TV licences in sheltered housing & extra care properties
Not Started	Mar	Court Officer Authorisation - Magistrates Court
Not Started	Mar	Court Officer authorisation - County Court

**Communications and Notifications**

In Progress	Dec	Comms Campaign Plan in place
Not Started	Mar	Comms and engagement with partners
Not Started	Mar	Comms and engagement with suppliers
In Progress	Nov	Comms and engagement with precepting authorities regarding precepting request to Shadow
Not Started	Mar	Comms and engagement with HB and CTS recipients
Not Started	Mar	Comms and engagement with Car park season ticket holders
Not Started	Mar	Comms and engagement with licence holders
Not Started	Mar	Notify Deane Helpline Private and Corporate clients
Not Started	Mar	Engage with and inform tenants of the new NC landlord
Completed	Nov	Notify the Magistrate Court Service of the New Council
Not Started	Dec	Notify the Council Enforcement Agents & Debt Collection Services of the change to the New Council
Not Started	Mar	Update all staff email footers to reflect new council identity
Completed	Nov	Notify the LGO & HO of the new Council
In Progress	Dec	Planning Portal update to reflect single council
Completed	Oct	Notify VOA to update website and produce combined lists from April
Not Started	Jan	DWP - changes to new authority for data access/licences/account codes
In Progress	Jan	National Fraud Initiative - sharing of data - notifying and agreeing new council
In Progress	Dec	Ensure HSE are aware of new council in relation to Asbestos and CDM notifications
Completed	Dec	Notify Food Safety Authority - single statutory LAEMS returns
Not Started	Dec	Provide logo for SWELT website & applications and contact details
Completed	Dec	Notify Health & Safety - single statutory LAE1 returns
Not Started	Dec	Air Quality - single AQR to DEFRA
Not Started	Dec	Update Homefinder Somerset website

Not Started	Mar	Standard letter templates to be aligned in Academy Housing
In Progress	Feb	Franking machine contract, postal licence number to cater for new council
Not Started	Mar	Create & distribute new ID badges
In Progress	Nov	Agree new postal address(es) & telephone number for New Council
Not Started	Feb	Create single Twitter & Facebook accounts
<b>Policies &amp; Plans</b>		
In Progress	Dec	Statement of policy for provision of assistance
In Progress	Nov	Refresh Data Protect policy
In Progress	Dec	Corporate Debt Management Policy
In Progress	Dec	Anti bribery and corruption policy
In Progress	Nov	Local Council Tax Support Scheme (LCTSS)
Not Started	Apr	Licensing Act 2003 Statement of Licensing policy
Not Started	Apr	Statement of principles under sect 349 Gambling Act 2005
Not Started	Dec	Discretionary Housing Payments Policy & Council Tax liability
Not Started	Mar	Business Continuity Plan
In Progress	Jan	Update HR Policies for the New Council
Not Started	Jan	Refresh RIPA policy
Not Started	Feb	Create a single Audit Plan
In Progress	Nov	Create Privacy Notice for New Council
Completed	Nov	Understand any requirements regarding Planning Policy
Completed	Nov	Understand requirements for Community Infrastructure Levy (CIL)

Not Started	Feb	Asset Mgt Strategy (AMS) and Asset Mgt Plan (AMP)
In Progress	Dec	Create single discretionary rate relief policy
Not Started	Jan	Counter Fraud Strategy and Prosecution Policy
In Progress	Jan	Update Health & Safety Policy to reflect new council identity
Not Started	Jan	Housing Allocations Policy
Not Started	Jan	Anti- Social Behaviour Strategy and Policy
In Progress	Jan	Assessment / Payment of VCS Grants
In Progress	Nov	ICT Usage Policy
Not Started	Mar	Provide new Ctax and NDR Recovery Timetable for New Council
Completed	Nov	Create a Children & Vulnerable Persons Protection Policy
Completed	Nov	Create a Fair and Open Gambling Policy
Completed	Nov	Create a Social Responsibility in Gambling Policy
Completed	Nov	Create a Implementation of Procedures Policy for the Lottery
Not Started	Mar	Budget Holders & Responsibilities
<b>Land and Property Assets</b>		
In Progress	Feb	Compile Asset Register
In Progress	Feb	Compile Contract Register
<b>Finance</b>		
In Progress	Mar	2019/20 annual Council Tax and NDR billing
Not Started	June	Financial Close Down (WSC & TDBC) Complete
In Progress	Feb	HMRC
In Progress	Feb	Housing benefit subsidy return

In Progress	Dec	Treasury Mgt Strategy (TMS) and Treasury Mgt Policy (TMP)
Not Started	Mar	Create new entity on Supplying the South West Portal
Not Started	Feb	Refresh Purchase Orders Terms & Conditions
In Progress	Feb	Secure continuity for new council to Procurement Frameworks
Not Started	Dec	1st Year Budget (Draft)
Not Started	Feb	1st Year Budget (Agree)
Completed	Nov	Understand options for Council Tax Harmonisation once implications of Finance Order known
Not Started	Feb	Council Tax Setting Report (Agreed)
Completed	Nov	Confirm with pension administrator that all liabilities and assets are to be transferred to successor body
<b>Governance &amp; Legal</b>		
Not Started	Mar	Performance standards position agreed for 1 April 2019
Not Started	Mar	Procure new seals for legal and for democratic services use
In Progress	Dec	Understand and action audit requirements for Shadow.
Not Started	Feb	Appoint a Data Protection Officer for new council
Not Started	Feb	Appoint a new Director to SWAP
Completed	Nov	Understand approach to developing corporate priorities / corporate plan for new council
<b>Member Development Plan</b>		
In Progress	Dec	Create Member Development and Induction Plan for review
<b>Miscellaneous</b>		
Completed	Nov	Understand and action changes required for car parking (tickets , enforcement etc)
In Progress	Jan	Part 7 Statutory Homelessness Return
In Progress	Nov	Single register and form for Assets of Community Value
Not Started	Dec	Understand the position regarding S106 Agreements - enactment required?



Not Started	Feb	Wording of planning notices to reflect new council
Not Started	Feb	Wording of Ctax,HB and NDR docs to reflect new council
In Progress	Dec	Wording of Sundry Debt notices to reflect new council
Not Started	Jan	Co Parish Councils / Wards / Planning Application numbers
Not Started	Apr	Annual Returns for NDR1/NDR3/Subsidy to reflect single council
Not Started	Dec	Create single rural settlements list
Not Started	Feb	Ensure historic application searches post 1st April 2019 are able to be accessed by citizens.
Not Started	Dec	Update both councils details via the Street Name and numbering process
Not Started	Mar	Written authority to represent the Council (Env Health)



## Somerset West and Taunton Shadow Council Shadow Scrutiny Committee – 6<sup>th</sup> December 2018

### Somerset Waste Partnership Draft Business Plan 2019-2024

#### Report of Localities Manager – Chris Hall and Somerset Waste Partnership’s (SWP) Managing Director – Mickey Green

(This matter is the responsibility of Executive Councillor Patrick Berry and Lead Member for Environment Councillor Brenda Maitland-Walker)

#### 1. Executive Summary

This report seeks approval of the Somerset Waste Partnership’s Draft Business Plan 2019-2024.

The actions in the draft business plan identify the continued direction to implement the most significant set of changes to Somerset’s waste services since SWPs inception in 2007.

Despite a move to a new council there are no significant changes to the charging process for 2018/19 and as such the budget is to be set in accordance with the usual contractual criteria. The cost increase for 2019 /20 when compared with 2018/19 is £274k. An increase had already been factored in to the MTFP however the cost exceeds this assumption placing a new pressure of £180k on the MTFP.

#### 2. Recommendations

This committee is recommended to:

- i) Approve the Somerset Waste Partnership’s Draft Business Plan 2019-24.
- ii) Approve the projected budget for 2019/20 subject to the finalisation of the figures.

#### 3. Risk Assessment

##### Risk Matrix

Description	Likelihood	Impact	Overall
Household growth increases the cost of the contract	Possible (3)	Major (4)	Medium (12)
<i>Household numbers are increasing and impacting the contract costs, Recycle More will limit cost increases.</i>	Unlikely (2)	Major (4)	Medium (8)
Inflation and operating costs continue to rise making the service unaffordable	Possible (3)	Moderate (3)	Medium (9)

<i>Costs are increasing and the new service model will assist in making savings and limiting cost increases in the short to medium term</i>	Possible (3)	Minor (2)	Low (6)
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#### **4. Purpose of the Business Plan**

- 4.1 The Somerset Waste Partnership (SWP) is responsible for providing waste and recycling services on behalf of all six local authorities in Somerset. The partnership is governed through a Joint Committee known as the Somerset Waste Board. The SWB Constitution requires the preparation of a Business Plan on an annual basis. The plan has a five year horizon with particular focus on the next 12 months, and it provides a framework within which the board can make decisions and steer the delivery of waste partnership services. The Board has delegated authority for decision making across all services and therefore must make proposals to the partners on how savings can be made, taking into account any requirements to make savings and proposals on how this can be achieved.
- 4.2 The Board's business planning cycle requires a draft report to be approved by the Board in October and circulated to partners for comment prior to the adoption of the Board's Annual Budget the following February. Further to decisions taken by the Board in October 2017 the timetable for approving this plan will again be brought forward, with the Draft Business plan presented for Board Approval in November 2018, scrutinised by partner authorities in November and early December and presented for final approval at the December Board meeting. Once approved or noted by all partners, the plan will be formally adopted by the Board to provide a framework within which the Board can make decisions and steer the delivery of Waste Partnership services.
- 4.3 The Draft Business Plan and associated Action Plan, attached as appendix 1, are the means by which the partnership describes its business, evaluates changes to the operating environment, identifies strategic risks and sets out its priorities. The plan has a five year horizon with particular focus on the next 12 months. It is the primary means to seek approval for and to secure the necessary resources to implement its proposals from the partner authorities.
- 4.4 The plan also sets out the draft Annual Budget for the Waste Partnership for 2019/20, which for the Somerset West and Taunton represents an increase of £274,000.

#### **5. Responsibility for the Business Plan**

- 5.1 The Board has delegated authority for decision making across all services and therefore must make proposals to the partners on how savings can be made, taking into account any requirements to make savings and proposals on how this can be achieved. Under the terms of the Inter Authority Agreement, the Board cannot make a decision that has an adverse financial implication on any partner without the consent of that partner. The Board cannot refuse to accept savings

targets handed down – but it does have discretion on how those savings can be implemented, provided all partners sign up through approval of the draft plan.

## **6. New Council**

- 6.1 This business plan is the first for Somerset West and Taunton as a combined council, however the principles or the partnership remain unaltered by the creation of the new council. Whilst the principles are unchanged attention is drawn to the following:
- 6.2 Member representatives will remain at two per partner, this council will need to nominate two members for the Somerset Waste Board, at the appropriate time, in place of the four that currently represent the two separate organisations.
- 6.3 The previous financial support for a single Somerset wide contract is now removed, this shows in the finance table as “new authority changes” at £24,907. This figure represents the net effect of the support received by West Somerset Council and the support provided by Taunton Deane Borough Council being removed. The other district partners also have a benefit of the removal of this support. The value of this support has diminished over the years, with any savings attributable to West Somerset Council being taken from the support sum in the first instance.
- 6.4 The construct of the budget is based on the same formula as when the authorities were separate.

## **7. Consultation**

- 7.1 Individual partners were previously asked to give an indication of any savings targets so that options to achieve these and associated risks could be assessed by the SWP in consultation with the Strategic Management Group. All partners have a need to control costs in this area and a number of initiatives have been underway to evaluate the opportunities and impacts of future cost management choices.
- 7.2 Specifically trials were undertaken in Taunton Deane which have, and will continue, to inform the nature of the service going forward for the entire partnership. These trials made temporary alterations to the material types that were collected at the kerbside and the frequency of collections.
- 7.3 Recycle More was approved by TDBC on 30<sup>th</sup> November 2016 the budget presented in the appended business case for 2019/20 contains no savings or costs associated with this new operating model during the roll out phase.

## **8. Finance / Resource implications**

- 8.1 The Board is almost exclusively funded from contributions from partners and, apart from one-off funding bids, has no automatic block grant from Central Government. It is therefore dependent on agreement between partners on the level of funding provided by each of them in line with the cost sharing formula. Business planning

and budget setting are therefore usually part of the same process but, due to the revised timetable, this year the Business Plan will be approved in December 2018 and the Budget finalised in February 2019 as is normal practice. The budget presented in this report will remain draft until February and is for one year only.

8.2 The Business Plan shows the projected year budget for Somerset Waste Partnership. A draft Annual Budget for the forthcoming year will be brought to the December meeting of the Somerset Waste Board. While the figures shown are subject to refinement, historically projections at the stage have been very close to the final budget due in February 2019, with only minor variations for final customer numbers. It is therefore considered a very low risk to approve the Business Plan ahead of the final Annual Budget for 2019/2020.

8.3 The current estimate for collection partners is between a 3.7% and 4.3% budget uplift from the 2018/19 budget. Each collection partner's contribution varies, primarily according to household growth and garden waste customer growth. All recycle more one-off costs are excluded from these figures. The key drivers for the variance are:

- Collection inflation – estimate 3.0% (mostly fixed). The key drivers for this are CPI and fuel increases.
- Household growth estimated average 1.0% (final figures will be available on 1st December).
- Garden customers growth estimated at 2% (although this provides a corresponding income to each partner).

8.4 The Shadow Executive have the option not to approve the Business Plan as they do in any other year, this course of action would be unheard of in the history of the Waste Partnership and would lead to significant risks in terms of service delivery to our communities. If the Somerset Waste Partnership are unable to agree the Business Plan and possibly the budget, it would lead to considerable negative financial and reputational implications for all partners.

8.5 The Annual Budget, once finally approved, will become the new measure for the financial performance of the Waste Partnership for 2019/20. SWP will continue to share the costs among partners in the approved format

8.6 The cost increase for 2019/20 when compared with 2018/19 is £274k. The budget for 2019/20 was set with a contract increase in mind, however the actual increase is greater than this creating an additional pressure of £180k on the MTFP.

## **9. Legal Comments**

9.1 The waste collection contract is one of the Authority's largest contracts. The Waste Partnership fulfils the Authority's statutory responsibilities in regard to waste collection.

## **10. Links to corporate Aims / Priorities**

10.1 SWP is one of the Authority's key partnerships and takes client and operational responsibilities for the delivery of our recycling and waste priorities.

## **11. Environmental Implications**

11.1 The role of SWP has a direct impact on the environment and all actions within the plan are considered against their environmental benefits.

## **12. Asset Management Implications**

12.1 There are no implications as a result of the report.

## **13. Equalities Impact**

13.1 Equalities Impact Assessments will be carried out as appropriate with the development of each Business Plan activity prior to proceeding with that activity. In most cases the decision to proceed based on the outcome of the impact assessment will be delegated to the Managing Director and Senior Management Team of SWP. Where significant issues are identified through the assessment process that would have implications for major projects or programmes the decision to proceed will return to the Board prior to commencing development

## **14. Risk Management**

14.1 The SWP risk register is reviewed annually and taken to the Somerset Waste Board for approval.

## **15. Partnership Implications**

15.1 The Somerset Waste Partnership is one of the Council's key partnerships. The Partnership undertakes the client and operational responsibilities for the delivery of our waste collection obligations and our recycling and waste reduction priorities.

### **Appendices:**

1 – SWP Business Plan 2019/24

### **Democratic Path:**

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

**Reporting Frequency: Annually**

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## Background papers

*Somerset Waste Board Constitution and Inter-Authority Agreement*  
<http://www1.somerset.gov.uk/council/boards.asp?boardnum=32>



### Risk Scoring Matrix

<b>Likelihood</b>	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
<b>Impact</b>							

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%





# **SWP Business Plan 2019 – 2024**

*Draft*

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Page 4	Key Challenges and Opportunities
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<b>Change History</b>	
2/10/18	First draft
15/10/18	Second draft following SMG and SWP review

## 1. About Somerset Waste Partnership

### 1.1 Our vision and values

<b>Who we are:</b>	Somerset's Local Authorities working together as the Somerset Waste Partnership, ensuring that our household waste is reduced, collected, reused, recycled and effectively treated.
<b>What we do:</b>	<ul style="list-style-type: none"> <li>• Preserve our environment by making every effort to ensure our household waste is not waste but reused as a valuable resource.</li> <li>• Deliver excellent customer service and value for money to create a more sustainable Somerset.</li> </ul>
<b>What we are aiming to become:</b>	An exemplar for how we manage waste as a resource, work with others and support our residents to manage their household waste and make our service the best it can be.
<b>Our values:</b>	<ul style="list-style-type: none"> <li>• <b>Insight:</b> Working with our partners to understand how and why people behave as they do and use this knowledge to shape our service.</li> <li>• <b>Collaboration:</b> Treating everyone we work with as an equal, knowing we have greater success when we work together.</li> <li>• <b>Innovation:</b> Learning from others and constantly looking at new ways of working to give the best service we can.</li> <li>• <b>Quality:</b> Focusing on excellent customer service and making the best use of the waste we collect.</li> </ul>

### 1.2 Background to SWP

Somerset Waste Partnership (SWP) was established in 2007 to manage waste services on behalf of Mendip, Sedgemoor, South Somerset and West Somerset District Councils, Taunton Deane Borough Council and Somerset County Council. This made it the first county-wide waste partnership in the country.

SWP is accountable to the Somerset Waste Board (SWB), which consists of two members from each of the partner authorities. For further information about Somerset Waste Partnership and the Somerset Waste Board please visit [www.somersetwaste.gov.uk](http://www.somersetwaste.gov.uk). SWP has delegated authority to deliver household waste and recycling services throughout Somerset, including management of kerbside collections, recycling sites and disposal sites. These duties are in turn contracted to Kier (collection services) and Viridor Plc (recycling sites, landfill sites and treating food, garden and residual waste).

**Recycle More** (even more weekly recycling services, including addition of plastic pots, tubs, trays and packaging, cartons, small electrical items and household batteries; with so much capacity freed up that refuse collections are only needed every three weeks) remains the agreed model for SWP's future collection services, and any significant change to this would require SWB and partner approval.

#### 4. Key Challenges and Opportunities

Theme	What it means for SWP
Political	<b>National legislative/policy change:</b> An ambitious Resources and Waste Strategy is expected in late 2018, which will have significant implications for SWP through policy e.g. on Extended Producer Responsibility, a Deposit Return Scheme, consistency and more. It is likely to be followed by a number of consultations. It may be preceded by financial instruments in the budget (e.g. incineration tax).
	<b>Brexit:</b> Brexit may lead to policy uncertainty, any changes to migration may affect labour availability and cost, exchange rate fluctuations or import restrictions may have cost implications for our vehicle procurement, depot construction, recycle market.
	<b>Global policy:</b> Other countries are following China's lead and restricting imports of recycle. Whilst over 90% of our material stays in the UK it does affect global recycle prices and demand.
	<b>Local Government Reorganisation:</b> Whilst SWP already acts as a single integrated service across Somerset, any changes to the structure of local government would have implications for SWP (especially if any new boundaries are not contiguous with the current county boundaries)
Economic	<b>Financial pressure on partners:</b> The pressure on local government finances has not abated and is particularly acute on SCC.
	<b>Recycle risk:</b> SWP will need to share the risk around recycle value (volume and price) under a future collection contract. This will be a significant change for District partners and require careful budget management.
	<b>Full employment:</b> Somerset has near full employment, especially due to the impact of the Hinkley C construction project. This creates challenges for the labour market, and pressure on housing could mean that homes are built without having waste in mind.
Social	<b>Demographic change:</b> Somerset's demography continues to change, in particular with an ageing population with multiple health needs. This needs to inform all aspects of what we do, remembering that our staff can potentially play a part in supporting the most vulnerable
	<b>Driver shortages:</b> The average age of HGV drivers is increasing and there is a shortage of suitable qualified drivers
Technological	<b>Social media:</b> Increasing use of social media presents an opportunity to reach more people, but also raises expectations about the speed of response (noting that not all of our public are users of social media)
	<b>Big data:</b> the technology available to the waste industry has radically changed, meaning that we can improve our ways of working. Our data can be a powerful tool, especially when combined with other (e.g. socio-economic) data.
Legal	<b>Procurement/legal challenges:</b> With the scale of contracts we let there is always a risk of legal challenge.
	<b>Enforcement:</b> Clamping down on trade waste abuse (and working with Districts on the scourge of fly-tipping) remain important. Ensuring residents recycle appropriately is likely to be increasingly important.
Environmental	<b>Public awareness:</b> there is increasing public awareness of environmental issues (especially around plastics)
	<b>New materials:</b> the emergence of new materials which promise the public they are degradable or compostable (when the reality is they often aren't) may cause confusion

## 5. Approach to Business Plan

Our Business Plan explains how we will work towards our Vision over the next five years, with a particular focus on current year actions. The Business Plan contains three areas of focus, beneath which sit a range of activities. The three areas of focus are:

Area of focus	<b>Delivering excellent services</b>	<b>Changing behaviours</b>	<b>Building our capability</b>
Desired outcome	<i>The services we deliver ensure our household waste is effectively collected, reused, recycled and treated.</i>	<i>People recognise that waste is a resource, and fully play their part in reducing, reusing and recycling waste</i>	<i>SWP has the capability and resources to even more effectively deliver the Board's vision</i>
Activity (see below for specific actions)	Transition to a new service model	Focus on plastics	Transforming ICT systems
	Moving away from landfill	Campaigns	Strategy & Influence
	Improving services	Changing behaviours through Recycle More	Ensuring homes are built with waste in mind
	Reviewing services	Community Engagement	Improving Performance Monitoring

The actions currently underway remain the most significant set of changes to Somerset's waste services since SWP's inception in 2007, covering all aspects of our services. We are also expecting the most significant set of changes to national resources and waste policy for a generation, and the environmental impact of waste has a public profile higher than ever before. The scale of policy change expected will have significant impacts upon our future business plans. The three areas of focus set out the actions which reflect this but need to work together for maximum impact. For example, our transition to the Recycle More service model is set out under 'delivering excellent services', but this will not be a success unless we support this by 'changing behaviours', and 'building our capability' is vital to enabling us to achieve this.

In addition to the actions set out in the Business Plan, SWP propose to adopt two charities - a local and a national charity – to support through staff fundraising and volunteering:

<b>Local Charity</b>	<b>National Charity</b>
<b>RAFT</b> (Refugee Aid from Taunton)	<b>WasteAid</b>
RAFT provide aid through donations to help refugees and displaced people wherever and whenever they are able, regardless of colour, culture and religion. It demonstrates an innovative approach to reuse and hence aligns well with SWP's vision and the waste hierarchy.	70% of the plastic in the oceans comes from places with no waste management. WasteAid helps people turn their waste into useful products, sharing recycling skills to create green jobs, improve public health and protect the environment. It works with community based organisations to help develop waste collection and recycling businesses.

<b>1. Delivering excellent services</b>			
<b>What</b>		<b>When</b>	<b>Why</b>
1.1	<b>Transition to a new collection contractor and new service model</b>		
1.1.1	Mobilisation of new contractor	April 2019 – March 2020	To ensure that new contractor hits the ground running
1.1.2	Active management of current collection service contract	Now – March 2020	To manage the risk of service degradation and ensure a seamless handover
1.1.3	Deeper engagement from SWP with collection contractor staff	Now – March 2020	To support a seamless handover and ensure that our collection staff are involved in the transition
1.1.4	Procuring a new fleet of vehicles	Spring/Summer 2019	To replace the ageing recycling and refuse vehicle fleet to be fit for a new service model, with further replacements of vehicles likely in 2024
1.1.5	Developing depot infrastructure	Now – Winter 2020/2021	To ensure we have the right depot network to support the future service model and housing growth
1.1.6	Rolling out a new service model (Recycle More)	Summer 2020-2022	To effectively manage the transition (in phases) of moving over 250,000 households from one service model to another, in a way which delivers excellent customer service and minimises missed collections
1.1.7	Manage major distribution of new recycling containers	Now - 2022	A new service model will trigger demand for new containers and replacement containers, and we will need to ensure effective methods are in place to distribute these
1.1.8	Recycling credits review informed by Recycle More rollout	Summer 2019 – Spring 2020	In light of a new collection contract and the rollout of Recycle More
1.2	<b>Moving away from landfill</b>		
1.2.1	Oversee the development of transfer stations at Walpole and Dimmer	Now – Autumn 2019	To enable the move away from landfill so that waste can be bulked up and that movements of waste are effectively managed
1.2.2	Oversee the development of a Resource Recovery Centre at Avonmouth	Now – Autumn 2019	To ensure that this is ready on time and to standard
1.2.3	Testing and commissioning of Resource Recovery Centre	Autumn 2019 – April 2020	To ensure this works as planned



## Business Plan 2019-24

1.2.4	Implementing changes at HWRCs to align with acceptance criteria	Autumn 2019 – April 2020	To ensure that we optimise (environmentally and financially) the way we treat waste
1.3	<b>Improving services</b>		
1.3.1	Revising opening hours at Household Waste Recycling Centres (subject to a board decision on a contract extension with Viridor)	Now – April 2019	To better match opening hours to need and demand, whilst retaining all sites open
1.3.2	Potential improvements to Recycling Centres	Ongoing	To seek opportunities to improve our recycling centres, subject to development of viable solutions and robust business cases. Frome & Minehead Recycling Centres are top priorities.
1.3.3	Working together with Support Services for Education to optimise the future schools waste & recycling service	Now – Autumn 2019	To consider how we could work differently to support schools to recycle more and waste less, whilst delivering excellent service and VFM
1.3.4	Health and safety and contract management	Ongoing	Effective management of our contracts and the significant health and safety risks inherent in this industry is a key building block of our success
1.4	<b>Reviewing services</b>		
1.4.1	Review of opening hours and charges at Dulverton and Crewkerne Community Recycling Centres	Autumn 2019	To review ahead of latest date for removal of charges (Spring 2020)
1.4.2	Undertake further review of van/trailer permit scheme at Household Waste Recycling Centres	Spring/Summer 2019	To ensure that this is delivering the desired outcomes and to identify potential improvements
1.4.3	Review waste service fees and charges, including Garden Waste, Bulky Waste, Recycling Centre charges	Spring/Summer 2019	To reflect any legislative changes and different costs and operational approaches of a new collection contractor
1.4.4	Undertake a review of signage at Household Waste Recycling Centres	Summer/Autumn 2019	To ensure that we are communicating with the public as effectively as we can
1.4.5	Anaerobic Digester contract review	April 2020	Financial review ass per contract timetable
1.4.6	Collection contract review	2022/2023 - tbc	To review the contract following the roll-out of Recycle more & major potential legislative change
1.4.7	Assisted collection review	2019/2020	Regular review of our assisted collection database to ensure that it is up to date

<b>2. Changing behaviours</b>			
<b>What</b>		<b>When</b>	<b>Why</b>
<b>2.1</b>	<b>Focus on plastics</b>		
2.1.1	SWP coordinating Refill campaign in Somerset	Now - 2024	To encourage businesses to offer free refills should support people to use a reusable container rather than substitute Single Use Plastic for another single use material
2.1.2	Encouraging take-up of PTT at recycling centres	Now - 2022	To enable those who wish to do more to do their bit & encourage people to see the difference this makes ahead of rolling out kerbside PTT collection
2.1.3	PTT at kerbside (in addition to tetrapaks, small electrical items and batteries)	July 2020 – March 2022	Phased roll-out of these major changes to kerbside collections to over 250,000 households, with intensive marketing and face to face support to drive behaviour change
2.1.4	Promote the Pledge against Preventable Plastic	Ongoing	To encourage people do take effective actions to reduce their reliance on plastic
2.1.5	Continuing to work with partners to phase out single use plastic	Ongoing	To support District and County Council and other Local Authority/Community partners in their ambitions to phase out Single Use Plastic (as SWP are also doing)
<b>2.2</b>	<b>Campaigns</b>		
2.2.1	Tackle food waste: stickering and behaviour change campaign (noting that the previous campaign was grant funded and SWP has a constrained marketing budget)	TBC	Whilst SWP has a high participation in food waste recycling (check c65%), a quarter of our residual waste, on average, is food waste. Further work is needed to understand the most effective way of addressing this, especially given the move to 3 weekly residual waste collection
2.2.3	Build trust in how we recycle and what happens to SWP recycling	Ongoing	To ensure people understand the benefit of separating their waste, what happens to their recycling and residual waste, and the financial and environmental benefits this brings.
2.2.4	Increasing our reach, in particular on social media and through our website		Social media and our website provides a cost effective means to communicate with people, and to enable them to communicate with us (especially when we enable on-

			line missed collection reporting). Developing high quality digital content will become increasingly important.
2.2.5	Enforcement of service rules and householder support	Ongoing (in particular as we move to a new service model – Recycle More)	SWP’s Waste Management and customer service teams work closely with contractors and partners to resolve complex issues, investigate complaints, find solutions to problems and clamp down on abuse (including trade waste abuse & side/excess waste). Enforcement remains the last option, but in some cases is the only way to resolve issues (including flytipping – albeit this has been declining).
2.2.6	Schools against Waste	Now - Spring 2021	Three year programme to reach all Somerset primary schools, develop schools against waste programme for secondary schools, & explore ways to support schools to increase recycling. An evolved programme is likely to continue after 2021.
<b>2.3</b>	<b>Changing behaviours through Recycle More</b>		
2.3.1	Developing a robust costed communications and marketing plan for the Recycle More rollout (working closely with partner authorities)	Now - 2022	Effectively planning a comprehensive campaign will ensure that everyone is ready for Recycle More, takes advantage of the benefits it brings, and manages the transition to the new service model effectively. This will draw on the socio-economic analysis in the participation and composition analysis, enabling us to effectively target people in an appropriate way
2.3.2	Prepare Somerset for Recycle More	Now – Summer 2020	Ensure that – ahead of commencing the rollout of Recycle More – all households understand what we’re doing, when we’re doing it and why we’re doing it, and that they and us are ready for it
2.3.3	Phased support as Recycle More is rolled out	Summer 2020-2022	Targeted campaign (including additional front-line staff e.g. Waste Doctors undertaking door-knocking/targeted support) working closely with contractor and partner customer services
2.3.4	Learning from each phase of roll-out	Summer 2020-2022	Undertaking a lessons learned exercise after each roll-out phase so that we continually improve. There is a

			period of learning and reflection in Spring 2021 when the roll-out will be paused to ensure we can take stock of phases to date
<b>2.5</b>	<b>Community Engagement</b>		
2.5.1	Developing partnerships	Ongoing	With limited resources, we need to develop strong partnerships with others in order to ensure that we cost-effectively drive people to change behaviours. Developing strategic partnerships with others (be it housing associations, oneteams, third sector organisations, business organisations) is a crucial means to do this.
2.5.2	Review food waste and compost champions	2019/20	With our scarce resources we need to ensure that the activities we undertake are delivering value for money
2.5.2	Promote and refresh newsletters	2019/20	SWP publish a monthly newsletter which is circulated to all parish council clerks and the Sorted e-newsletter which Somerset residents can subscribe to.
2.5.3	Attending face to face events	ongoing	Attending parish meetings and meetings of environmentally motivated groups is a key part of ensuring we remain close to our communities. With our scarce resources we need to ensure that the activities we undertake are delivering value for money
2.5.4	Refresh our approach to reuse:	2019/20	Working with Viridor, a new collection contractor (especially with regard to Reuse) and local partners (particularly VCSE) to improve reuse across Somerset

<b>3. Building our capability</b>			
<b>What</b>		<b>When</b>	<b>Why</b>
<b>3.1</b>	<b>Transforming ICT systems</b>		
3.1.2	Implementing a new customer service system	Now – Autumn 2019	To ensure that we have a fit for purpose CRM system, integrated with all partner authorities
3.1.3	Enabling web self-service	Autumn 2019	To enable customers to undertake transactions online, improving the customer experience and diverting demand away from call centres
3.1.4	Launching a mobile app	Winter 2019	Ahead of moving to Recycle More we aim to have launched a mobile app which enables to remind people of their collection day and to report issues. This will be a crucial part of making the move to 3 weekly refuse easier for Somerset residents.
3.1.5	Integrating in-cab technology	Spring 2020	In-cab technology (and 360 cameras on all vehicles) will be critical to improving our service reliability and to protecting and supporting our hardworking crews. It will also transform the effectiveness of on-line reporting.
3.1.6	Making best use of new technology	Ongoing	Changing our processes and ways of working to make best use of new technology, including how we can use ICT to support localities
3.1.7	Improve technology for making payments	Ongoing	Ensuring SWP has the capability to take automated payments over the phone, and hence is capable of supporting District Councils with certain charges for services, if desired
<b>3.2</b>	<b>Strategy and influence</b>		
3.2.1	Develop SWP long term strategy	Now – 2019/20	It is crucial that SWP has a long-term strategy, and preliminary work has commenced on this, though it will be significantly informed by the changes that may result from Central Government's Resources and Waste Strategy and Brexit.
3.2.2	Seeking to influence policy decisions at Central Government and working with partners within the	Ongoing	With a number of major government consultations expected from central government, it will be crucial that

	South West to further SWP's vision		SWP uses its reputation as a sector leader. Working with partners across the region may enable SWP to achieve things that are not possible through working solely at the County level.
3.2.3	Review how SWP supports local businesses	TBC	SWP currently only provides a waste collection and disposal service to those businesses who cannot get a commercial service from elsewhere. We need to review how we can work with businesses (for example supporting collaborative procurements for market towns which enable businesses to get a better financial and environmental outcome)
<b>3.3</b>	<b>Ensure homes are built with waste in mind</b>		
3.3.1	Working with planning authorities to ensure that residential development planning proposals have adequate provision of waste and recycling facilities	Ongoing	SWAP is currently supporting SWP in understand what we can do to ensure that SWP developer guidance has teeth and is followed
3.3.2	Ensure that waste and recycling services are implemented effectively when new developments are built and occupied	Ongoing	SWAP is currently working with SWP to identify how we can improve processes to manage this process, ensuring that we take advantage of this opportunity to change behaviours
<b>3.4</b>	<b>Improving performance monitoring</b>		
3.4.1	Improving carbon monitoring	Ongoing	SWP currently only understand their carbon impact on an annual basis, when Eunomia undertake comparative modelling across England. SWP propose to utilise the Scottish Government's carbon modelling to analyse this more frequently. Note that this is likely to be an area focussed on in forthcoming central government policy.
3.4.2	Improving end use monitoring	Ongoing	SWP were the first to publish an annual report showing exactly what happens to everything we collect for recycling. Given the increased importance of what happens to our recycle, SWP will review the frequency and content of this, and how we can more effectively communicate it to the public
3.4.3	Customer service	Ongoing	SWP's refreshed vision highlights the importance we

Business Plan 2019-24

			place on excellent customer service, and we will accordingly place a higher priority on how we monitor this (and hence drive improvement)
3.4.4	Regular participation and composition analysis	Ongoing	Understanding behaviour will be crucial to target interventions, and regular participation and composition analysis is crucial to this. We currently have funding to undertake this every 3 years.
3.4.5	Ensure complete and accurate data in respect of container types and services is held by SWP	Ongoing	Ensuring we have robust, detailed and up to date data will enable us to target improvements more effectively.
3.4.6	Developing Insights	Ongoing	The ICT improvements we are making, together with more regular participation and composition analysis and deeper engagement with contractor staff will make a step change in the data we have available. Our focus on the circular economy also will require us to track even more effectively where our recyclate goes. We need to improve our capability to develop insights from this data.

## 6. SWP Budget 2019 - 20

The following table shows the projected year budget for Somerset Waste Partnership. A draft Annual Budget for the forthcoming year will be brought to the December meeting of the Somerset Waste Board, with the final budget due in February 2019.

### 6.1 Revenue Not Included

Control of income from residents for waste related services is retained by the collection authorities and is therefore not shown in this paper. The most significant portion of this is annual Garden Waste subscriptions, which will generate income for the district council of around £56.90 for each wheeled bin subscription in 2019/20. This is a significant offset of the cost of providing the service. Other income streams are Bulky Waste collection fees and sale of Garden Waste sacks.

### 6.2 Recycle More Implementation

Contributions to the Recycle More Earmarked Reserve from all partners currently totals £645,745. Spend to date on the procurement phase is £177,926. It is expected that the current level of the reserve will be adequate to cover the costs incurred during the procurement and mobilisation period (April 2019 – March 2020), noting that these do not include capital costs related to depots or vehicles. In 2016 the roll-out costs agreed by the board were estimated at £2.2m (primarily due to the cost of new containers, cost of communications and transition support, but not including the costs of procurement). The estimated roll-out costs are being reviewed and updated, but are not expected to have significantly changed. The costs will not be finalised until we have procured a new collection contractor and will cover the Transition Period (April 2020 – June 2020) and the Implementation Period (July 2020 – Summer 2022).

The Board agreed a set of financial principles for Recycle More on 18 December 2015, and these remain in place. Key principles are:

- District collection partners should not be penalised or rewarded for when they roll out within the programme.
- Sharing of the additional costs of roll out will be based on household numbers unless there is a District-specific cost.
- SWP will hold a central earmarked reserve for Recycle More and any balance (positive or negative) on the roll out process at year end to be kept centrally by the SWP to be used or recovered in future years. Any savings will initially be used to continue the roll-out. It is envisaged that no allocations will be made back to partners until the roll-out is complete, unless it becomes clear that a repayment can be made earlier.
- Funding arrangements for the additional containers (initial roll-out of new boxes and sacks, additional requests for other bins) will initially be funded through SWP's earmarked reserve. As this may not be sufficient, District partners will be free to fund this from revenue or reserves as best suits their needs. Once full rolled out, this will come through the normal Cost Sharing Agreement.



6.2 Full Draft Budget Summary 2019/20

Summary Annual Budgets 2019/2020

	Total	SCC	MDC	SDC	SSDC	SWaT
Rounded £000s						
<b>Expenditure</b>						
Salaries & On-Costs	1036	471	120	119	168	158
Other Head Office Costs	255	116	28	30	42	39
Support Services	126	55	14	15	22	20
Disposal - Landfill	12132	12132				
Disposal - HWRs	9861	9861				
Disposal - Food waste	1533	1533				
Disposal - Hazardous waste	238	238				
Composting	1994	1994				
Kerbside Recycling	9478		1945	1948	2903	2682
Green Waste Collections	2690		514	650	719	807
Household Refuse	6371		1309	1307	1942	1813
Clinical Waste	124		25	27	37	36
Bulky Waste Collection	87		19	16	24	28
Container Maintenance & Delivery	237		51	47	74	65
Container Supply	465		98	99	142	126
Pension Costs	69		2	2	63	2
Depot Costs	186		37	40	56	53
Village Halls	5			5		
Transfer Station Avoided Costs	331	331				
Recycling Credits	2567	2567				
Capital Financing Costs	231		52	41	78	60
<b>Total Direct Expenditure</b>	50016	29298	4214	4346	6270	5888
<b>Income</b>						
Sort It Plus Discounts	-80		-16	-17	-24	-23
Transfer Station Avoided Costs	-331		-67	-71	-100	-93
May Gurney Secondment Saving	-44		-5	-5	-7	-7
Recycling Credits	-2538		-534	-509	-783	-712
<b>Total Income</b>	-2993	-20	-622	-602	-914	-835
<b>Total Net Expenditure</b>	47023	29278	3592	3744	5356	5053

## Summary Draft Annual Budgets

## Business Plan 2019-24

	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Rounded £000s</b>					
<b>Expenditure</b>					
Salaries & On-Costs	1036	1046	1057	1068	1079
Other Head Office Costs	255	255	255	255	255
Support Services	126	126	126	126	126
Disposal - Landfill	12132	12696	13280	13890	14528
Disposal - HW/RCs	9861	10240	10639	11054	11485
Disposal - Food waste	1533	1613	1698	1786	1880
Disposal - Hazardous waste	238	253	268	285	302
Composting	1994	2151	2321	2504	2702
Kerbside Recycling	9478	9842	10220	10614	11021
Green Waste Collections	2690	2792	2899	3010	3125
Household Refuse	6371	6616	6870	7133	7407
Clinical Waste	124	129	134	139	144
Bulky Waste Collection	87	91	94	98	101
Container Maintenance & Delivery	237	246	255	265	276
Container Supply	465	483	502	521	541
Pension Costs	69	69	69	69	69
Depot Costs	186	186	186	186	186
Village Halls	5	5	5	5	5
Transfer Station Avoided Costs	331	341	351	361	372
Recycling Credits	2567	2644	2723	2805	2889
Capital Financing Costs	231	231	231	231	231
<b>Total Direct Expenditure</b>	50016	52055	54183	56405	58724
<b>Income</b>					
Sort It Plus Discounts	-80	-80	-80	-80	-80
Transfer Station Avoided Costs	-331	-340	-351	-361	-372
May Gurney Secondment Saving	-44	-44	-44	-44	-44
Recycling Credits	-2538	-2615	-2693	-2774	-2857
<b>Total Income</b>	-2993	-3079	-3168	-3259	-3353
<b>Total Net Expenditure</b>	47023	48976	51015	53146	55371
<b>Assumptions</b>					
This is a continuation budget and does not include the impact of recycle more or a new contractor					
1% annual pay award for all years					
1% housing growth for all years					
Collection contract inflation 3% in all years					
Disposal contract inflation between 2.5% & 4.25% (for different contract areas), annually in all years					
Tonnage growth 1.5% annually for all years					

## SWP Strategic Risk Register

Last Updated: 3rd September 2018														
Ref	Business Plan Link	Cause	Description of risk	Consequence	Assess current risk		Risk rating	Change from last review	Control measures currently in place and additional mitigating actions/control measures planned	Target risk score		Target rating	Status	Risk owner
					Likelihood	Impact				Likelihood	Impact			
<b>Opportunities</b>														
Op 1	Building Capability	We are a multi partner organisation working in a political environment	Opportunity to tackle new and emerging issues from an holistic and mutually supportive perspective	Economies of scale in analysis, planning and managing responses to new legislation or Govt policy or other changes in the operating environment.	4	4	16	↔	The Board is well established and well regarded with a good track record of financial management, value for money, innovation and a reputation for delivery. Maintain culture of innovation with support from Board. Seek / bid for external funding where possible. Develop Waste Minimisation	5	4	20	Open	SWB
Op 2			Opportunity to influence commercial waste and waste producers in Somerset	SWP, as a partnership, has a good reputation in the industry and could bring that to bear by creating links with local businesses and business groups.	3	3	9	↔	SWP will be considering opportunities as part of a recently initiated review of the Waste Minimisation Strategy. Opportunity will be developed through implementation of the new strategy.	3	3	9	Open	SWB
Op 3		Financial Pressure on Partners	Opportunity to market experience internally &	Obtain income from marketing experience and advice	4	3	12	↔	SWP is open to secondment and consultancy opportunities, though focus on Somerset initiatives reduces capacity for this.	4	3	12	Open	SWB
Op 4	Action on waste prevention, reuse, recycling and recovery	Householder behaviour	Opportunity: Encourage householders to save money individually by waste reduction and wider community to recycle.	Waste reduction and improved participation and capture rates.	3	3	9	↔	Directed Communications campaign. Promotion using variety of media	4	4	16	Open	SWB
Op 5			Opportunity to capitalise on the 'Blue Planet' effect and increased awareness of the impact of plastic consumption	Opportunity to encourage households to change their consumption behaviours and encourage local producers to change their choice of packaging materials	3	3	9	↔	Acceptance of plastic pots, tubs and trays at recycling centres. Introduction of the 'Pledge Against Preventable Plastic' and adoption of lead role in local Refill campaign. Increased and ongoing communication programme.	4	3	12	Open	SWB
Op 6		Recycle More Implementation	Opportunity to align Core Service review (see Business Plan) with refreshment of kerbside services.	Opportunity to ensure all public facing services are aligned so they complement each other and are more easily understood and used by residents.	3	3	9	↔	Detailed consideration of opportunities presented as part of integrated approach to the review.	4	4	16	Open	SWB
Op 7		Extended Producer Responsibility	Potential opportunity that government policy may require packaging producers to take on responsibility for the recycling and disposal costs their decisions result in	Potential significant investment of funding into recycling services, changes in products and waste flows, increased recyclability of products; likely to come with constraints around quality	3	3	9	NEW	SWP MD engaging with Defra directly and via Adept and other organisations.	4	4	16	Open	SWB
Op 8	In-cab technology & localities	Opportunity to utilise front-line crews to support localities through the effective use of technology	Opportunity to better support localities by our front-line staff acting as eyes and ears on the ground (e.g. related to vulnerable people/highway asset condition)	3	3	9	NEW	Monitoring use of technology in other areas. Procurement process will explore opportunities. Detailed discussion once procured a contractor (noting that priority will be in embedding the system effectively first).	4	4	16	Open	SWB	
<b>Risks</b>														
1	Building Capability	Financial Pressure on Partners	Membership of the Partnership changes.	Governance and cost sharing arrangements are out of date. Services must be maintained.	5	3	15	↔	West Somerset/TDBC merger. Local Government Reorganisation discussion. SWP reviewing impacts on Inter Authority Agreement and cost-sharing arrangements to ensure all areas where change is required are identified and managed in the spirit of the agreements.	4	2	8	Open	SWB
2			Due to ongoing financial pressures one or more partners requires savings that impacts on existing services	Reduced performance and /or transfer of costs to others. Increased whole system costs	4	4	16	↔	Well established budget management processes are effectively maintained. Dialogue between Board members & Cabinet/Executive Colleagues on future service/savings requirements (SWB)	3	3	9	Open	SWB
3			SWP Team does not have sufficient capacity and capability to be sufficiently effective, or is too reactive	Impacts on recycling performance, contractor performance and customer call centres	3	3	9	↔	SWP Client team restructure consultation complete, making changes to SWP's structure so that we have the capacity and capability for current and future challenges (e.g. RM implementation). Transition to new structure to be completed in 2018/19 financial year.	3	2	6	Open	SWB
4	Building Capability	We are a multi partner organisation working in a political environment	Loss of shared vision and trust between partners	Difficulty agreeing priorities, impact on reputation of partners. Focus becomes on managing negative relationships, not the business	2	4	8	↔	Involve all partners in the business plan process and continue to promote early dialogue about issues via SMG group and with individual partners as appropriate. Maintain awareness of partner pressures and aspirations via the Somerset Waste Board, SMG and formal/informal contact with all partners	1	4	4	Open	SWB
5			Lack of member engagement and/ or frequent member turnover.	Potential failure within partners to understand basis and benefits of SWP. Diversion of attention to managing relationships not the business	2	4	8	↔	SWP worked with SWB to refresh the SWP vision. Induction Training for new members, involve all partners in the business plan and strategy development process, monthly member briefings, continue to attend and inform scrutiny committees and other local bodies including TCs/PCs	1	4	4	Open	SWB
6			Lack of resources within SWP and complexity of project (6 partners and current and future collection contractors) mean issues arise during implementation of new SWP Customer Service system	Sub-optimal approach to Wisper replacement negates potential benefits, use of legacy system (Wisper) is extended, increasing risk of failure and creating demand on support resource, delaying roll-out of in-cab technology and potential delays to RM implementation.	4	4	16	↑	New system (My Council Services) has been procured and significant work completed on development. Anticipate working system, with full connection with Echo live in November 2018. Additional ICT support for the project secured from TDBC and embedded ICT support from SCC in core project team. Commissioned SCC legal to work through data sharing issues. Regular reporting to SMG and request for support from SMG to manage complexities within partners.	2	2	4	Open	SWB
7			Inefficiencies due to customer services and partners IT not being joined up and havign different priorities and preferences, with a lack of joined up governance.	More staff required to do same job, slower response to customers, poorer customer experience, potential significant (£1m+) costs to partners if RM roll-out and service quality improvements are delayed as a result.	4	4	16	↑	New customer service systems being introduced adding flexibility and efficiency which will enable integration with next generation IT, including collection service "in-cab" and tracking systems. All this should improve the customer experience. Increased SMG oversight, increased ICT and legal support, partner ICT involvement in collection contract procurement process. Review governance of project to ensure all partner ICT and customer service teams joined up.	2	3	6	Open	SWB
8			External agencies fail to understand us and penalise effective joint working (e.g. loss of partial VAT exemption).	Unexpected costs and/or time consuming and otherwise pointless changes to our contractual & governance arrangements	3	3	9	↔	Joint approach to briefing and lobbying at appropriate level. Act quickly and in a concerted way to any new threats (SMG)	2	2	4	Open	SWB
9			Planning authorities agree new developments without consideration of waste requirements	Poor developments may not fit standard collections model and require different arrangements leading to increased costs and frustration for householders.	3	3	9	↔	SWP working with partners to incorporate developer's guidance into planning. SWP have worked closely with SDC planning team to try to improve solutions in Bridgwater town centre and have agreed a secondment with SCC planning team to provide expertise and capacity.	2	3	6	Open	SWB
10	Action on waste prevention, reuse, recycling and recovery	Householder behaviour	Increase in material in refuse bins	Heavy material goes in kerbside bins not to Recycling Centres. Impacts on district recycling rate (not to Somerset overall).	3	3	9	↓	Risk reduced post-composition analysis. Weight of residual in bins appears to have reduced. Directed Communications campaign, review messages to the public about how to use services sustainably. Promote cost effective disposal routes for business waste. Promotion using variety of media, encourage members to take ambassadorial role in promoting benefits of services (Comms Team, SWB Members)	4	2	8	Open	SWB
11			Reduction in recycling materials	Loss of income while some costs remain fixed. Increase in disposal costs if put in refuse instead.	3	3	9	↔	Positive promotion of services. Promotion using variety of media as described in the Communication Plan (Comms Team)	2	2	4	Open	SWB
12			Poor separation of materials by householder	Loss of income if material quality deteriorates. Reduced efficiencies due to increased sorting time.	4	3	12	↑	Review in light of waste composition and kerbside presentation analysis which shows poor separation in places. Develop targeted communication plan.	3	3	9	Open	SWB
13			Reduction in existing or new garden waste customers	Loss of income while some costs remain fixed	2	3	6	↔	Positive promotion of services. Note that customer base has increased year on year in recent years. Promotion using variety of media Numbers holding strong, some service issues ongoing.	2	2	4	Open	SWB
14			Lack of interest from bidders, uncertainty about RM service model or similar procurements going to market during the same period.	Bidders drop out and we fail to have a competitive process and deliver best value.	2	4	8	↓	Risk has reduced as procurement progresses. Management of an effective pre-procurement phase and dialogue process. Liaise with other authorities procuring at the same time. Assessment of pre-procurement phase to gauge appetite of market for Somerset procurement. Go/No Go decision. Contingency plan is to establish a LAC	2	2	4	Open	SWB

## SWP Strategic Risk Register

SWP Strategic Risk Register														
Last Updated:		3rd September 2018												
Ref	Business Plan Link	Cause	Description of risk	Consequence	Assess current risk		Risk rating	Change from last review	Control measures currently in place and additional mitigating actions/control measures planned	Target risk score		Target rating	Status	Risk owner
					Likelihood	Impact				Likelihood	Impact			
15	Action on waste prevention, reuse, recycling and recovery	Procurement of new collection contract	Bidders take a risk averse approach due to lack of experience with RM service	Bidders price high to mitigate risks.	3	4	12	↔	Management of an effective pre-procurement phase and dialogue process. Risk sharing on materials values and yields is likely to reassure bidders. Amended procurement approach following pre-procurement. PQQ phase ensured competence.	2	2	4	Open	SWB
16			Failure to achieve economic and efficiency objectives through the procurement (for example due to inability to agree on commercial risk share)	Failure to achieve economic and efficiency objectives would impact on partners MTFPs. Reputational damage to SWP. Cuts to services may be necessary. Budgetary uncertainty.	3	4	12	↔	Management of an effective pre-procurement phase and dialogue process. Assessment of pre-procurement phase to gauge likely outcomes of the procurement process. Variant bid process. Board discussion on variants. Technical & commercial advice. Contingency plan is to establish a LAC	2	3	6	Open	SWB
17			Failure to achieve environmental and social objectives through the procurement.	Failure to achieve environmental and social objectives would impact on partners plans and strategies	2	2	4	↔	Management of an effective pre-procurement phase and dialogue process. Learn from procurement processes elsewhere for examples of addition of effective social value.	1	2	2	Open	SWB
18			Procurement process takes too long.	Failure to have a contract in place	3	5	15	↑	Increased risk due to pressure on timetable from bidders. Close involvement in the process by T & F group and "managed dialogue" approach to procurement, with specialist support, ensures all parties are engaged and process is understood. Plan for contingency LAC solution to ensure service maintained regardless of outcome.	1	3	3	Open	SWB
19			Cost of procurement and external support exceeds budget	Fail to achieve best value for partners	2	2	4	↔	Budget monitoring	1	3	3	Open	SWB
20			Legal challenge to the procurement process.	Could delay contract award if challenge is received. This could put commencement at risk. High costs if damages are awarded against SWP	2	3	6	↔	Procurement assurance role is built into project structure. Also, experienced external advisors will be used and internal legal oversight.	1	3	3	Open	SWB
21			Depot network does not allow for efficient delivery of RM	Costs of inefficiency adds to bid prices	4	4	16	↓	Increased risk around securing the new depot. Establish bidders preferences and optimum network during pre-procurement dialogue. Develop clear timetable for depot infrastructure development. Amend procurement process to ensure necessity and value of new depot robustly established.	2	3	6	Open	SWB
22			Changing demographics of Somerset population - increasing aging population.	Increasing emphasis on care in the home and care in the community leads to additional demand for clinical and assisted services.	2	2	4	↔	Regular review of assisted collection service requirements (every three years). Diversion of sanitary and hygiene waste to additional refuse capacity. Predicting demand through ongoing monitoring of key demographic changes to ensure effective service planning.	2	2	4	Open	SWB
23			Unable to agree a commercial resolution to the pensions issues related to former SSSC employees.	Financial liability for partnership. Time consuming and costly contractual dispute process. Possible intra-partnership disagreement.	4	3	12	↑	Negotiate with pension authority to manage scale of issue. Negotiate commercial solution with Kier. Obtain Partnership sign-up post agreement with Kier. Agree 'fairest and most appropriate way' to share costs 'through SMG in the first instance' (as agreed by SWB on 3 November 2017).	2	2	4	Open	SWB
24			New vehicles are not available in time due to supply chain problems. Vehicles do not achieve design levels of productivity	Unable to deliver service as planned.	2	4	8	↔	Ongoing dialogue with vehicle suppliers. Bidders to produce contingency plans utilising alternative vehicles if supply issues are identified.	2	2	4	Open	SWB
25	Action on waste prevention, reuse, recycling and recovery	Recycle More Implementation	Bidders are unable to find cost effective solution for pots tubs and trays (PTT inc black plastic) and cartons.	Reduction in quality of offering to customers.	3	3	9	↔	Current advice from WRAP is that black plastic should not be collected for recycling. There are possible technical solutions being developed. SWP to make clear ambitions in pre-procurement and dialogue and learn from market response. New Waste and Resources Strategy/Policy changes might result in change.	2	2	4	Open	SWB
26			Transition between current service and RM takes longer than anticipated	Savings and diversion for residual waste/environmental benefits are delayed. Impact on partner MTFPs.	2	4	8	↔	Key area for dialogue and evaluation of bids. Effective pre-planning prior to service implementation	2	3	6	Open	SWB
27			SWP capacity is insufficient to deliver transition to Recycle More	Transfer of resource to procurement may deplete support of current service. Increase in complaints. Sub-standard planning and implementation of new service.	2	3	6	↔	Ensure business case includes analysis of SWP resource requirements of new contract and transition. On-going review of SWP client team structure and priorities.	2	2	4	Open	SWB
28			New vehicles for RM are inefficient for delivering current service prior to transition.	Low utilisation of vehicles, increase in 2nd tips and OT	1	2	2	↔	Pre-procurement and dialogue process will include fleet configuration and vehicle specification. Reduced fleet of RCVs to be maintained until after transition.	1	2	2	Open	SWB
29			New packaging options (e.g. rigid compostable tubs) enter market without reprocessing route.	Public confusion and dissatisfaction. Complaints rise and reputational damage to SWP.	3	2	6	↔	Work with current disposal contractor to ensure innovation. Lobby packaging industry to ensure "joined up" approach to packaging development. Waste and Resources Strategy due in Autumn. Policy changes may impact issues.	2	1	2	Open	SWB
30			Waste profile changes due to national policy changes/fiscal measures (e.g. Deposit Return Scheme)	Vehicles/plant become inefficient. Materials value reduces with resultant financial impact on SWP	4	3	12	↔	Tracking of consultation processes and possible implementation to ensure vehicles specs are aligned with any changes. SWP MD close engagement with Defra.	1	2	2	Open	SWB
31	Action on waste prevention, reuse, recycling and recovery	New Waste Treatment Facility	Delays in development of Energy from waste infrastructure	An alternative route would be required for disposal of residual waste.	3	2	6	↔	Contractual risk is with the contractor, who are wholly responsible for finding alternative disposal routes at no additional cost to SWP. The residual risk would be reputational and environmental only. Ensure progress is monitored and communications plans in place in event of anticipated delay. Currently on schedule	3	1	3	Open	SWB
32			Risk of fire at Waste Transfer Station or Disposal site.	Waste Transfer Stations temporarily out of action.	3	3	9	↔	Landfill is monitored and transfer to Waste Transfer Station will improve capacity to monitor potential fires. Removal of small electrical items and possibly household batteries will reduce key cause of fires.	2	2	4	Open	SWB
33			Financial case for alternative to landfill is damaged and cost increases (e.g. due to legislative changes)	Tied into contract that is not best value in future due to changes in market costs.	4	3	12	↔	Break clauses in the contract provide opportunities to review options. Monitor market costs and technical developments to ensure effective planning through life of the contract. SWP and SCC lobbying government against potential fiscal changes.	3	2	6	Open	SWB
34	Maintaining services and operational effectiveness	Issues inherent in working at roadside and/or with heavy vehicles manoeuvring in confined working areas.	Risk of serious injury or death to staff	Personal impacts; Potential fines, legal claims; intervention by HSE etc. Loss of reputation	4	5	20	↔	Health & Safety has a high profile within service and with contractors. Bi-annual reports to SMG and SWB on internal and contractor performance. H&S advisory Group meets quarterly. Collection activities were the subject of a routine HSE inspection in Nov 2011 and no major concerns were identified. On sites public separated from heavy plant movements. As a result of HSE recommendations, SWP are increasing frequency of crew monitoring by officers and resources to enable this to be done efficiently are being prepared. Level of accidents to public on sites are very low and generally self-inflicted. SWP to focus comms campaign on respecting safety of working crews. Work with contractor to seek closer liaison with police.	2	5	10	Open	SWB
35			Risk of serious injury or death to member of the public	Personal impacts; Potential fines, legal claims; intervention by HSE etc. Loss of reputation	2	5	10	↔	Health & Safety has a high profile within service and with contractors. Bi-annual reports to SMG and SWB on internal and contractor performance. H&S advisory Group meets quarterly. Collection activities were the subject of a routine HSE inspection in Nov 2011 and no major concerns were identified. On sites public separated from heavy plant movements. As a result of HSE recommendations, SWP are increasing frequency of crew monitoring by officers and resources to enable this to be done efficiently are being prepared. Level of accidents to public on sites are very low and generally self-inflicted. SWP to focus comms campaign on respecting safety of working crews. Work with contractor to seek closer liaison with police.	1	5	5	Open	SWB

## SWP Strategic Risk Register

SWP Strategic Risk Register														
Last Updated:		3rd September 2018												
Ref	Business Plan Link	Cause	Description of risk	Consequence	Assess current risk		Risk rating	Change from last review	Control measures currently in place and additional mitigating actions/control measures planned	Target risk score		Target rating	Status	Risk owner
					Likelihood	Impact				Likelihood	Impact			
36	Maintaining services and operational effectiveness	Contract management	Driver/loader shortages	Impact on service delivery if rounds not deployed. Quality of delivery suffers when inexperienced drivers are employed or not all rounds deployed. This is an increasing risk due to impacts of Brexit (weak pound and uncertainty of future residency rights) and increasing competition from Hinkley C build.	4	4	16	↔	Work with contractors to ensure they improve procedures for driver training and retention. Seek opportunities to collaborate on recruitment and improve role of drivers. Work with local colleges to promote driving as a career option. Work with Hinkley C for worker redeployment. Monitor Kier closely and support them where practicable, but hold them to account through performance deductions where appropriate.	4	3	12	Open	SWB
37			Risk of under investment and deterioration of depot facilities if contractor loses interest as contract approaches end of term	Poor working conditions for staff, H&S risks, increased D/T on fixed plant. Backlog of R&M at contract end.	3	3	9	↔	Some evidence of service degradation. Currently being assessed at Senior Management level. Regular audits by ops staff. Development of action plans for essential works at each depot. Review contract management. Introduce quarterly strategic review meeting between senior SWP officers and senior contractor staff.	2	2	4	Open	SWB
38			Ageing sorting and baling plant becomes unreliable as contract approaches expiry.	Increased downtime on fixed plant, increased O/T, lack of storage space in yards possible impact on collections/unloading.	3	3	9	↑	Balers have been problematic. Regular updates on down time and remedial work at ops meetings. Deed of variation requires plant to be "safe and serviceable" in accordance with the contract. Ensure service performance is considered with newly introduced Strategic Partnership Board	2	2	4	Open	SWB
39			Service degradation due to loss of interest as contract approaches expiry	Missed collections, container deliveries, complaints increase and are not dealt with.	4	4	16	↔	Regular monitoring (IT), KPI reviews at Ops meetings. Strategic partnering board established. Review contract management. Ensure service performance is considered with newly introduced Strategic Partnership Board. Framework for improvement presented to contractor and penalties to be imposed if improvements not forthcoming.	3	3	9	Open	SWB
40			Ageing container stock	Containers require replacement in greater numbers as stock ages	3	3	9	NEW	Continue to monitor demand and review stock on the street. Introduce rolling replacement programme in areas where poor stock is identified.	3	2	6		
41			Aging fleet becomes unreliable as contract approaches expiry	Increased down time disrupts collection services - performance deteriorates	4	4	16	↑	Regular updates on down time and R & M at ops meetings. Deed of variation requires vehicles to be "safe and roadworthy" in accordance with the contract but also allows use of substitute vehicles from other contracts to improve resilience. Review contract management. Ensure service performance is considered with newly introduced Strategic Partnership Board	2	3	6	Open	SWB
42			Maintaining services and operational effectiveness	Service impacts due to things outside of our direct control	Lack of preparedness or poor response to service disruption events e.g. weather	Lose control of situation resulting in high call loads; Loss of customer confidence and reputation; Loss of partner confidence in SWP.	2	4	8	↔	Business Continuity Plans (BCPs) in place for SWP and contractors. Draw on experience of cold weather events in 2008-11. Clear communications strategy approved by the Board's Severe Weather Sub Group. Further work intended to ensure that contractor and client side BCPs are joined up (MG & BC)	1	4	4
43	Drop in value of recyclate (e.g. due to changes in Chinese policies)	Impact on contractor bottom line and viability of contract; Loss of public confidence in recycling			4	3	12	↔	Monitor pricing index for mixed plastics. Maintain our emphasis on quality which provides the best buffer for this risk. Provide reassuring messages to the public in the event of further price drops	3	2	6	Open	SWB
44	Legislation changes requiring different ways of handling materials (e.g. Hazardous wood)	Difficulties storing material separately, finding suitable processors/implementing charges/refuse to accept			3	4	12	↔	Industry is lobbying the EA to clarify, work with contractor to ensure solutions found. Continue to monitor the situation	3	4	12	Open	SWB
45	DCLG continues to challenge innovation in funding Recycling Centres (e.g. entry fees/material charges)	Potential to reduce services provided or lead to increased costs.			3	4	12	↔	Continue to base policy on performance, popularity, effectiveness and affordability. Work with members from all tiers of local government to seek flexibility to ensure continuity of services. Keep members, and particularly Board Members, informed especially following changes to administration or portfolio holders.	3	3	9	Open	SWB
46	Increase in value of material or energy	Potential for income share with both contractors			3	3	9	↔	Continue to lobby govt for challenging packaging recovery targets and lobby industry for quality to be reflected in higher prices. Evaluate potential for risk/reward share in all future ventures including infrastructure development and addition of new materials	4	3	12	Open	SWB
47	Thefts from depots	Services delayed or incomplete due to theft/vandalism			3	3	9	↔	Improve security of depots. Liaison with landlords. Improve CCTV. SWP to support Kier business cases to make necessary improvements. Share SWP learning from HWRC security with Kier.	2	2	4		
48	Landfill site fires, primarily caused by hot ashes in waste, unwrapped broken glass acting as a magnifier, or lithium ion batteries in waste	Hazard for site staff, closure of landfill sites, operational delays for vehicles resulting in late kerbside collections			3	3	9	↔	Increase publicity relating to fire prevention, encouraging people to dispose of waste responsibly. Cease use of landfill sites for disposal of Somerset's residual waste, transferring to disposal via Waste Transfer Stations.	2	3	6	Open	SWB
49	Maintaining services and operational effectiveness	Financial pressure on Contractors	Qualitative and/or quantitative reduction in contractor's management team or front line staff	Deterioration in service, higher complaints, reduced satisfaction with service, more pressure on client, lack of capacity to innovate.	4	4	16	↔	Frequent programmed engagement with Senior Management Teams of both contractors. Direct engagement with front-line staff by SWP. Continued secondment of experienced SWP staff to Kier. Sign-off to significant changes. Develop improved regular liaison with new Kier Senior Mgmt. Team and attend staff meetings at depots. Maintain current arrangements with Viridor (MD and Chairman). Close monitoring of performance and implement contractual penalties if appropriate.	2	3	6	Open	SWB
50			Contractor defaults or fails	Potential short term delivery implications, requirement for service review / procurement with associated costs of process and potential higher cost of delivering the service.	3	3	9	↑	Awareness of financial state of cos. through checks & regular contact with Senior Managers, networking within industry to get early warning of trends & pressures. Respond quickly to any relevant intelligence obtained, assess risks that ensue and act accordingly (MD and Team).	2	3	6	Open	SWB

## Risk Assessment Matrix

When assessing a risk you should assume that action plans/controls are currently in place, so be guided by the information you have on the day of the assessment. The assessor should assign values for the identified 'likelihood' of occurrence (A) and the severity of the 'Impact' (B). By multiplying 'A' and 'B' together you get the rating score, which gives an indication of how important the risk is. Proximity of the risk, although not scored in its own right may impact on your likelihood, Impact or both when scoring.

An opportunity follows the opposite scale to the risks. A high risk score = negative, a high opportunity score = positive. On both scales green is positive and red is negative.

### Risk

LIKELIHOOD (A)	Very Likely 5	5 Low Review at least annually	10 Low Review six months	15 Medium	20 Very High	25 Very High
	Likely 4	4 Low Review at least annually	8 Low Review six months	12 Medium	16 Very High	20 Very High
	Feasible 3	3 Low Review at least annually	6 Low Review six months	9 Medium	12 Medium	15 Medium
	Slight 2	2 Low No need to record	4 Low Review six months	6 Low Review six months	8 Medium	10 Medium
	Very unlikely 1	1 Low No need to record	2 Low No need to record	3 Low Review six months	4 Medium	5 Medium
		Insignificant 1	Minor 2	Significant 3	Major 4	Critical 5
IMPACT (B)						

White/Green = Low risk
Yellow = Medium risk
Red = Very high risk

### Opportunity

LIKELIHOOD (A)	Very Likely 5	5 Low Review at least annually	10 Low Review six months	15 Medium	20 Very High	25 Very High
	Likely 4	4 Low Review at least annually	8 Low Review six months	12 Medium	16 Very High	20 Very High
	Feasible 3	3 Low Review at least annually	6 Low Review six months	9 Medium	12 Medium	15 Medium
	Slight 2	2 Low No need to record	4 Low Review six months	6 Low Review six months	8 Medium	10 Medium
	Very unlikely 1	1 Low No need to record	2 Low No need to record	3 Low Review six months	4 Medium	5 Medium
		Insignificant 1	Minor 2	Significant 3	Major 4	Critical 5
IMPACT (B)						

Likelihood of Occurrence (A)	Severity				
1 = Very unlikely (hasn't occurred before)	1 =				
2 = Slight (rarely occurs)	2 = Minor				
3 = Feasible (possible but not common)	3 =				
4 = Likely (has before, will again)	4 = Major				
5 = Very Likely (occurs frequently)	5 =				

## Issue Assessment Matrix

Use the Issue Assessment Grid to identify the importance of a specific issue with regard to its priority and potential negative impact on the programme/project. An issue with high severity and critical priority is an urgent and critical issue; it may cause the programme/project to stop until the issue is resolved. In contrast if the issue is ranked as medium severity and medium priority, monitoring the issue management process should be sufficient. Low severity and priority issues should be handled outside the issue management process.

Issue severity will not change over the life of an issue, but the priority can be adjusted upward as time passes without a resolution. For example, an issue may have a high severity if not resolved, but its priority may be medium because there is enough time to resolve it. However, if the issue is not resolved in time, it may become a high priority.

SEVERITY	↑	May impact quality of a major deliverable or productivity of a large project staff segment	Low Priority High Severity	Medium Priority High Severity	High Priority High Severity
		May Impact quality of sub-components of deliverables or productivity of a smaller project staff segment	Low Priority Medium Severity	Medium Priority Medium Severity	High Priority Medium Severity
		Does not impact major deliverable. May affect smaller deliverables or productivity of small project staff segments.	Low Priority Low Severity	Medium Priority Low Severity	High Priority Low Severity
			Has no direct or immediate impact on deadlines. Resolutions may or may not be necessary (best efforts acceptable)	May impact future or less critical deadlines. Eventual resolution required.	Failure to resolve may result in critical deadlines being missed. Resolution required as soon as possible.
		PRIORITY →			

	Risk number	Risk summary	Current rating (previous)
New risks:	40	Requirement to replace ageing container stock	9 (-)
Increased risks:	6	Lack of SWP resources to implement new CS system	9 (6)
	12	Poor separation of materials by householders	12 (9)
	18	Pressure on procurement timetable by bidders	15 (10)
	21	Increased risk of securing a new depot for bidders	25 (16)
	38	Ageing sorting/baling plant becoming unreliable	9 (6)
	41	Ageing vehicle fleet becoming unreliable	16 (12)
	50	Contractor defaults or fails	9 (6)
Reduced risks:	10	Waste composition analysis shows reduced weight of refuse in	9 (12)
	14	Risk of lack of bidders reduced as we progress the procurement process.	8 (12)

Number of risks at each level		Change since previous quarter
	7	↑ 1
	32	↓ 3
	10	↑ 3
	1	↔
Risks awaiting review		0



## **Somerset West and Taunton Council Shadow Executive – 6<sup>th</sup> December 2018**

### **Somerset Housing Strategy – Adoption and Delivery**

This matter is the responsibility of Executive Councillors Terry Beale and Keith Turner

Report Author: Mark Leeman (Strategy Specialist – Strategy Functional Area)

#### **1 Executive Summary / Purpose of the Report**

- 1.1 The Somerset Housing Strategy (SHS) is the local response to the national housing crisis. It highlights key facts and challenges within the local housing market, before proposing a vision for homes and housing across Somerset that embraces strong and effective strategic leadership; a local economy that provides opportunity for all; homes in Somerset are good for your health: and a society that supports the vulnerable.
- 1.2 To help resolve the housing crisis will require integrated systems leadership that embraces communities, housing, health and wellbeing, social care and town and country planning. It will require creativity and innovation (from all partners). It will necessitate solutions that are developed with residents, local businesses and communities.
- 1.3 The preparation of the SHS began in July 2017, with the publication of district housing market profiles (see Appendix A) and a multi-agency workshop. A consultation draft was published in February 2018. TDBC and WS Scrutiny considered the draft SHS during March/April. The consultation closed on 30<sup>th</sup> April 2018. During the Summer we have been considering the consultation response and have made various amendments to the SHS.
- 1.4 The SHS is developed by the Somerset Strategic Housing Partnership (SSHP). TDBC and WSC are active members of SSHP. SSHP is within the governance structure of the Somerset Health and Wellbeing Board.
- 1.5 The SHS (appendix B) was approved by SSHP on 22<sup>nd</sup> November 2018.
- 1.6 The next stage is for SSHP to develop a multi-agency delivery plan (work is underway) and for SSHP partners (if they choose) to develop their own response in the form of strategic housing action plans. Both TD and WS Scrutiny expressed a desire that we (SW&TC) should undertake such work.
- 1.5 The SHS is consistent with our aspirations for People, Place and Prosperity.

#### **2 Recommendations**

2.1 Shadow Executive are asked to:

- A. Provide their approval to the content of the SHS (i.e. it's Vision, Themes, Priorities and Objectives)

B. To support the production of a SW&T action plan, commencing with conversations with Heads of Function and with Shadow Scrutiny

### 3 Risk Assessment

3.1 The development of the draft SSHF is supported by a comprehensive Risk and Issues register. Some of the key risks are described below:

#### Risk Matrix

Description	Likelihood	Impact	Overall
The production and delivery of the SHS is coordinated by a small team of officers from across the public sector. Resources are stretched and most organisations are facing disruption through cuts, Transformation and staff turnover. Capacity (and progress) may suffer as a result	5	4	20
Mitigation: We have already seen slippage as a result of such factors. Strong project management, regular performance monitoring and review, and a realist work programme, are essential. This is a key responsibility of SSHP.	3	3	9
Key partners (e.g. some Registered Providers) do not engage with the SHS, therefore jeopardising our ability to coordinate strategic housing activity and deliver improved outcomes for customers	3	5	15
Mitigation: To continue to discuss at the SHS at relevant partnership forums e.g. West Somerset Housing Forum, County Enablers, ENP Rural Housing Network etc. We are planning a launch event in Feb/March 2019, to which all local RPs will be invited. This event will be an opportunity to discuss delivery and partnership working.	2	3	6
The SHS is too aspirational, with too much content that will not be delivered with limited and diminishing resources	4	4	16
Mitigation: SSHP will undertake an initial prioritisation of all content, to inform the draft Delivery Plan. We shall continue this conversation with RPs (and other interested parties) at the launch event (see above). The Delivery Plan will contain a prioritised list of activity, and will be reviewed on an annual basis.	3	3	9
The needs of those with Protected Characteristics (i.e. those who may be vulnerable) are overlooked	3	4	16
Mitigation: A comprehensive EIA has been developed. New projects will also be subject to EIA. SSHP will seek to improve the quality and robustness of housing intelligence, to inform EIA and project development	2	2	4

<b>Likelihood</b>	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
<b>Impact</b>							

<b>Likelihood of risk occurring</b>	<b>Indicator</b>	<b>Description (chance of occurrence)</b>
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

### The development of the SHS

- 4.1 The previous SHS was known as the Somerset Strategic Housing Framework (SSHF). It was prepared in 2013 and had an end-date of 2016. It contains priorities relating to the availability of affordable housing, making best use of the existing housing stock, and supporting the vulnerable.
- 4.2 The SHS is prepared by the Somerset Strategic Housing Officers Group (SSHG) which reports to the Somerset Strategic Housing Partnership (SSHP). SSHP is within the governance arrangements of the Somerset Health and Wellbeing Board. Your representatives on SSHP are Cllr Terry Beale and Cllr Keith Turner, and Mark Leeman (Strategy Specialist).
- 4.3 The process of review began in late 2016. TDBC/WSC agreed to provide the Project Management expertise.
- 4.4 The first task was to build the evidence base, and build partnership arrangements around leadership and governance. The following was undertaken during 2017:
  - Data collection resulting in the publication of a 'benchmarking report'
  - Preparation of 5 x district based Housing Market Profiles and 1 x County-wide Housing

## Market Profile

- Engagement of the Somerset Health and Wellbeing Board on matters relating to health and housing
- Stakeholder Conference (July 2017) at Taunton Rugby Club, involving 100+ people representing the housing sector and associated services. This conference ran 8 themed workshops on different aspects of housing issues / challenges
- Consultation and engagement on all of the above
- Ongoing development of an Equalities Impact Assessment

4.5 The above, in addition to national housing policy, provided the evidence base to the content of the draft SHS, which was published in February 2018. Since then we have:

- Undertaken further consultation / engagement – for example, the draft SHS was considered by Scrutiny at both TD and WS (March/April 2018). Their responses are included at Appendix C. We have also spoken to (and received support from) a range of partnerships such as the Health and Wellbeing Board, Safer Somerset Partnership, West Somerset Housing Forum, Exmoor National Park – Rural Housing Network, County Housing Enablers Forum etc
- Considered the consultation feedback and provided a response to each comment – this report can be viewed on request
- Refined the content of the SHS, and obtained ‘sign-off’ at SSHP on 22<sup>nd</sup> November 2018
- Began the development of a multi-agency delivery plan

### **SW&T – the Housing Challenge**

4.6 It is not an exaggeration to state that we are now in a national housing crisis. This is accepted by all main political parties. Other than Brexit, Housing, along with the NHS, are top national priorities. Indeed, housing and health are inter-related – a key theme of the SHS. We need to rise to this challenge and certainly, we can be rightly proud of some of the exemplar projects that we are currently developing/running:

- Taunton Garden Town
- One Team working in our disadvantaged communities
- Building new council housing
- Worked with providers to develop a ‘prevention’ focussed adaptations service (Somerset Independence Plus)
- 241 affordable homes delivered across WS and Exmoor National Park areas, of which 186 are for rental and 55 for low cost ownership (April ’11 to March ’17)
- Adoption of the West Somerset Local Plan to 2032
- Development of One Team working in Minehead

- 4.7 But, there is still much to do. There are challenges around the supply of homes (all tenures), the condition of some of our local housing, and how we support the most vulnerable in our society. These challenges will require SW&T to continue to think creatively and radically.
- 4.8 A key theme of the SHS is leadership – that is, integrated systems leadership that incorporates housing, communities, health, social care and town & country planning. There is much work going on behind the scenes, involving conversations with (e.g.) Health and Wellbeing Board, the Clinical Commissioning Group, the Local Enterprise Partnership, Somerset Strategic Planning Conference and Somerset Academy.
- 4.9 Going forward it is suggested that the Shadow Executive support the following actions:
- SSHP (working with partners) to develop a multi-agency delivery plan that will seek to coordinate countywide housing activity. This is likely to include the following (among others):
  - ✓ The development of policy guidance for Health Impact Assessments
  - ✓ A review of the Youth Housing Strategy
  - ✓ The development of an Elderly Persons Housing Strategy
  - ✓ A county wide review of space standards, delivery of lifetime homes etc
  - ✓ Working to support the delivery of effective and sustainable support services
  - ✓ Working to integrate housing matters within the Health and Care Plan
  - That SW&T produce a district housing action plan that will articulate how we, as a council, will respond to the national housing crisis through creative and innovative housing activity. This will be informed by:
  - ✓ An immediate refresh of the Housing Market Profiles (appendix A), to inform
  - ✓ Initial conversations with Scrutiny and Heads of Function

## **5 Links to Corporate Aims / Priorities**

- 5.1 The SHS will enable us to address many of the themes and issues within our Corporate Strategies:

### **Taunton Deane**

- 5.2 Key Theme 1: People – the SHS seeks to increase the availability of affordable housing (all tenures); to deliver more housing options for rural communities, single people, young people and the elderly; to support our most vulnerable residents; and to develop employment opportunities
- 5.3 Key Theme 2: Business & Enterprise – The SHS seeks the removal of barriers to housing growth. This includes both the provision of infrastructure and skills development within the construction sector
- 5.4 Key Theme 4: An Efficient and Modern Council: The SHS challenges us to think creatively and radically about how we deliver housing related services, including the

provision of new housing

## **West Somerset**

- 5.5 Key Theme 1: Our Communities – the SHS seeks to increase the availability of affordable housing (all tenures); to deliver more housing options for rural communities, single people, young people and the elderly; to support our most vulnerable residents; and to develop employment opportunities
- 5.6 Key Theme 2: Business & Enterprise – The SHS seeks the removal of barriers to housing growth. This includes both the provision of infrastructure and skills development within the construction sector.
- 5.7 Key Theme 3: Our Place & Infrastructure - The SHS seeks to maximise the legacy of Hinkley Point C
- 5.8 Key Theme 4: An Efficient and Modern Council - The SHS challenges us to think creatively and radically about how we deliver housing related services, including the provision of new housing. It also challenges us to develop ‘asset’ based models of service delivery i.e. problem solving by working with talent and ideas generated within local communities

## **People, Place and Prosperity**

- 5.9 The SHS is consistent with our aims for Transformation. It seeks to support vulnerable people and families, to adopt a creative place-based approach to service delivery, and to aspire to an economy that works for the benefit of all. The SHS will help us deliver integrated systems leadership that will enable the Transformation of service delivery for the benefit of our communities and local business.

## **6 Finance / Resource Implications**

- 6.1 None directly, but the development of the SHS is of direct interest to SW&T, and its content will go on to help shape / inform the Place Plan, HRA service, Local Plan, Private Sector Housing Partnership etc. The SHS envisages strong leadership that will be used to address the housing crisis, which could result in new and innovative areas of work consistent with our aspirations for people, place and posterity.

## **7 Legal Implications**

- 7.1 None. There is no statutory duty to prepare a Housing Strategy

## **8 Environmental Impact Implications**

- 8.1 None directly, although the SHS does seek to improve (through influencing other areas of work) the environmental setting of new developments to encourage cycling, walking and play, and also to address cold/damp homes which should have a beneficial effect on carbon emissions

## **9 Safeguarding and/or Community Safety Implications**

- 9.1 The SHS supports the development of a revised Homelessness Strategy. It also seeks a refresh of the Youth Housing Strategy. Both of these pieces of work will seek to improve safeguarding arrangements / improve community safety

## **10 Equality and Diversity Implications**

- 10.1 There are significant equality and diversity implications. Understanding housing issues and the effect on those with protected characteristics, helps us to respond with interventions. The SHS is supported by a comprehensive EIA (see Appendix D) which has been used to help shape the priorities and objectives. The EIA is not a static document. Its content will continue to inform the development of projects / activity within the Delivery Plan, and any supporting partner action plans.

## **11 Social Value Implications**

- 11.1 The SHS envisages significant positive implications for Social Value, by seeking the commissioning of housing and related support services to deliver social value and a social return on investment (see Priority 3, ambition 5)

## **12 Partnership Implications**

- 12.1 Major implications. The SHS proposes a vision that seeks to integrate complex systems – communities, housing, social care, health services and town and country planning. Work has begun as the SHS seeks to align its work with that of the Health and Wellbeing Board and the LEP. Significantly, the Health and Wellbeing Strategy (Improving Lives) and the Health and Care Plan (Fit for my Future) have been / are also subject to review during 2018/19. This has provided a significant opportunity to align strategic priorities for housing, health and social care. Improving Lives has the SHS as a ‘cross cutter’ among all its priorities. Fit for my Future is seeking to drive prevention / health and wellbeing among its workstreams. Housing is integral to this.
- 12.2 The SHS has been prepared by a partnership comprising all 5 Somerset district councils, Exmoor National Park, Public Health, the HCA, County Council (social care and strategic planning) and registered providers

## **13 Health and Wellbeing Implications)**

- 13.1 See 12 above.
- 13.2 In addition, it is worth noting that there is a significant correlation between housing conditions and health inequalities. Cold and damp housing, over-crowding, and insecurity of tenure all have a major impact on a person’s health and wellbeing, and even more so for the young and the elderly.
- 13.3 The SHS contains Health and Housing as one of its four ‘themes’ – it is a key element of the vision for homes and housing and is supported by a range of priorities and ambitions.
- 13.4 The SSHP is within the governance arrangements of the Somerset Health and Wellbeing Board

## **14 Asset Management Implications**

- 14.1 No direct implications, but the delivery of the SHS should challenge our thinking on how we may best utilise our assets for the benefit of our communities. This includes One Public Estate. Please refer to Housing and the Economy – Priority 3/objective 3: ‘Work with One Public Estate and identify opportunities to reuse released land and buildings to meet housing needs’

## 15 Consultation Implications

- 15.1 Consultation and engagement has been critical to the development of the SHS. We needed to create a product that has support and buy-in from a range of key partners and the local community. We had a successful conference (July 2017) which was attended by 100+ representatives from the housing sector and associated services. The output from that conference has directly influenced the content of the SHS. We also prepared Housing Market Profiles that were subject to consultation during Summer 2017. We undertook comprehensive engagement activity following the publication of the draft SHS during the Spring of 2018.
- 15.2 The development of the SHS was supported by a comprehensive consultation plan that coordinated and guided our approach to engagement. This included engagement with Scrutiny at both Taunton Deane and West Somerset. Now that SSHP has adopted the SHS, we plan further consultation activity around the Delivery Plan. We are currently planning a 'launch event' for Feb/early March 2019. This will be a half-day workshop, to which we shall invite the local housing sector, to discuss action and activity going forward.

### Democratic Path:

- **Scrutiny / Corporate Governance or Audit Committees – Yes**
- 
- **Cabinet/Executive – Yes / No** (delete as appropriate)
- **Full Council – Yes / No** (delete as appropriate)

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

### List of Appendices (delete if not applicable)

Appendix A	Housing Market Profiles for TD and WS
Appendix B	Somerset Housing Strategy
Appendix C	Feedback from TD and WS Scrutiny
Appendix D	Equalities Impact Assessment

### Contact Officers

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Name		Name	
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Direct Dial		Direct Dial	
Email		Email	





# Housing Market Profile: Taunton Deane



The Somerset Strategic Housing Framework comprises the housing strategy and district based action plans for the county of Somerset. The current Framework was published in 2013 and is now in need of review. To begin this process we have produced housing market profiles for each district, together with a county-wide housing market profile. These profiles highlight key facts about the current housing market including relevant health information. They also highlight recent achievements, current opportunities and immediate challenges. Additional background information can be found on the Council's website.

## Affordability

For **private rentals** -



A **1 bed** is **21%** of the average income



A **2 bed** is **28%** of the average income

*Valuation Office Agency & ASHE 2016*



A **terraced house** costs is **6** times the average income and a **flat** costs **5** times the average income

*Land Registry Price Paid Data & ASHE 2015*



For **social rentals** -



A **1 bed** is **16%** of the average income



A **2 bed** is **20%** of the average income

*Statistical Data Return & ASHE 2016*

## Current Housing Stock and Future Requirements



**46,807** properties

**15.6%** affordable / social rented, **16.9%** private rented and **67.5%** owner occupied  
*Census 2011*

**114** social extra care properties

**512** dwellings needed per annum until 2039, of which **161** need to be affordable and **85** dwellings need to be specialist housing for **older people**

*Strategic Housing Market Assessment October 2016*



# Housing and Health

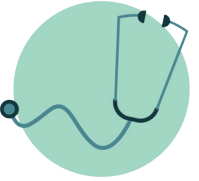
- **65%** increase aged **75-84 years old**
- **121%** increase aged **85+**  
*ONS 2015-2035 projections*



**13.3%** single person households with **80%** over 50  
*Census 2011*

- **30.4%** living in rural areas will be **over 60**  
*Census 2011*

**10%** of those living in **social rented** housing are in **bad health**  
*Census 2011*



**25.69%** of households have **long term health problems** and **14.7%** have **dependent children**  
*Census 2011*



**Lyngford East**  
**Lyngford West**  
**Lambrook**  
**Pyrland South**  
**Halcon**  
have the **loneliest over 65's**



*Census 2011 & Age UK*

# Housing Need

Short of **10** permanent gypsy and traveller pitches by 2015 and **29** by 2020



*AMR (2011-2016)*

There are currently **174** homelessness applications with **93** owed a **duty** for 2015/16  
*DCLG (2015-16)*



[homefindersomerset.co.uk](http://homefindersomerset.co.uk)

**Fuel Poverty** rose by **0.6%** (2013- 2014) to **5,580** households with concentration in rural areas  
*Low Income High Costs Indicator*



- **1,949** applications on the **Homefinder Somerset** with **296 gold** banded
- **142** interested in accommodation adapted for physical disability with **62** having OT assessed needs  
*Homefinder Somerset March 2016*



**Rough Sleeping** has **increased** by **67%** (2010-16) *DCLG*

- **3,700** non home based workers at **Hinkley Point C** by 2020
- **12.2%** of non home based workers are currently commuting from **Taunton**  
*EDF Accommodation Report December 2016*



## Achievements

- **3,162 new homes** (2011- 2016)
  - **794 affordable** homes
  - **117 affordable** homes **outside** of Taunton & Wellington
- **71 new council homes** ranging from estate regeneration to rural housing
- **22 long-term empty properties** were brought back in to use since 2014
- **One Teams** in Halcon, Priorswood & Wellington to provide integrated service support to the vulnerable

## Opportunities

- **Taunton Garden Town status** will deliver transformational levels of growth and high quality development
- **Focused and coordinated** efforts to **tackle poor housing standards**
- The Government is encouraging the establishment of **new housing delivery vehicles**
- Working with the **voluntary and community sector** to **support dementia and mental health**
- **Improved partnership working** between housing, health and social care

## Challenges

- The need to **deliver more homes** of all **tenures**
- **A growing affordability gap** with significant consequences for both young people and families
- **A growing private rented sector**
- The housing market impact of **Hinkley Point C**
- **Rising homelessness and rough sleeping**
- **Growing health inequalities** due to geography, age & financial capability
- An **ageing population** with **specific housing requirements**
- Ongoing **welfare reform and Universal Credit** roll-out
- Providing **housing** to the **under 35s**

## Be Part of the Change

Does this district profile provide an accurate picture of the current local housing market?

Are you aware of other housing / housing related achievements, opportunities and challenges that we should highlight?

Are some of these challenges more important than others? If yes, please explain why?

**Please respond by September 30th 2017**  
**[housingstrategy@tauntondeane.gov.uk](mailto:housingstrategy@tauntondeane.gov.uk)**

Housing Strategy,  
Taunton Deane Borough Council,  
Deane House, Belvedere Road,  
Taunton TA1 1HE

Your responses will be used to inform the content of a draft revised Housing Framework. This will be published during Autumn 2017.



# Housing Market Profile: West Somerset

including **Exmoor National Park (ENP)**



The Somerset Strategic Housing Framework comprises the housing strategy and district based action plans for the county of Somerset. The current Framework was published in 2013 and is now in need of review. To begin this process we have produced housing market profiles for each district, together with a county-wide housing market profile. These profiles highlight key facts about the current housing market including relevant health information. They also highlight recent achievements, current opportunities and immediate challenges. Additional background information can be found on the Council's website.

## Affordability

For **private rentals** -



A **1 bed** is **19%** of the average income



A **2 bed** is **23%** of the average income

*Valuation Office Agency 2016 & ASHE 2015*

For **social rentals** -



A **1 bed** is **15%** of the average income.



**2 bed** is **17%** of the average income

*Statistical Data Return 2016 & ASHE 2015*



A **terraced house** cost is **6** times the average income and a **flat** costs **4** times the average income

*Land Registry Sold Data & ASHE 2015*



## Current Housing Stock and Future Requirements



**11,962** properties

**14.7%** affordable / social rented, **18.2%** private rented and **67.2%** owner occupied

*Census 2011*

**238** dwellings needed between 2011 and 2031

*Exmoor National Park Local Plan 2011-2031*

• **390** are **sheltered housing**

*West Somerset Affordable Housing Stock Database*

• **90** are **extra care**

*www.housingcare.org*

**2,900** new dwellings needed between 2012 and 2032, of which **35** affordable units will be sought for every **65** open market units (pro-rata) on any development of over **10** dwellings and **351** units of specialised housing required for older households.

*West Somerset Local Plan 2016*





# Housing and Health

- **42%** increase aged **75-84 years old**
- **99%** increase aged **85+** *ONS 2015-2035 projections*
- **65%** living in **rural** areas, of which **38.5%** are **over 60** *Census 2011*

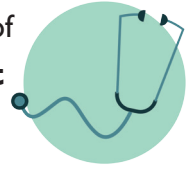


**31.3%** of households have **long term health problems** and **11.75%** have **dependent children** *Census 2011*



**15.66%** single person households with **83%** over 50 *Census 2011*

**11.7%** of those living in **social rented** housing are in **bad health** the **highest** of all **tenures** and the **highest** in **Somerset** *Census 2011*



**Watchet South**  
**Minehead Woodcombe**  
**Minehead Central**  
**Watchet North**  
**Minehead East**  
have the **loneliest over 65's**



*Census 2011 & Age UK*

# Housing Need

Short of **10** permanent gypsy and traveller pitches (2012-2032)



*AMR (2011-2016)*

**Fuel Poverty** rose by

**1.6%** (2013- 2014) making **14.5%** of households fuel poor, the **highest** concentration in **Somerset**



*Low Income High Costs Indicator*



**Rough Sleeping** has **increased** from **0-2** (2010-16) *DCLG*

There are currently **62** homelessness applications with **34** owed a **duty** for 2015/16

*DCLG*



[homefindersomerset.co.uk](http://homefindersomerset.co.uk)

**622** applications on the **Homefinder Somerset** with **76 gold** banded

*Homefinder Somerset March 2016*

- **3,700** non home based workers at **Hinkley Point C** by 2020
- **10.5%** of non home based workers are currently commuting from **West Somerset** *EDF Accommodation Report December 2016*



## Achievements

- **241 affordable homes** delivered across both WS and ENP areas, of which **186** are for **rentals** and **55** for **low cost home ownership** (April 11 to March 17)
- **Adoption** of the **WS Local Plan** to 2032 which will assist in the delivery of housing across the District
- The **adopted Exmoor National Park Local Plan** to 2031 will help the delivery of affordable housing needs of local communities

## Opportunities

- **DCLG Funding** to deliver **community led housing projects** to mitigate against the high levels of **second home ownership**
- **Hinkley Funding** to enable the delivery of a number of projects and funding streams, including **enabling funding**, and incentives to bring **empty properties** back into use
- **Exmoor Rural Housing Network** set up to identify housing needs across the ENP, analyse barriers to delivery, provide support and advice, and facilitate delivery.

## Challenges

- An **unaffordable housing market** exacerbated by net migration which places additional pressures on housing demand in the market sector
- **High overall affordable housing requirement** particularly for **social rented tenures (ENP)**
- **High level of long term empty properties**, often a reflection of the aged population and issues relating to probate
- **High level of second home ownership** generally across the locality e.g. 1 in 5 properties have no usual residents in ENP (empty/second/holiday homes)
- **Mismatch** between the provision of larger properties and increasingly smaller households and **changing demographics** (particularly within ENP where there is a predominance of larger, detached homes)
- **Lack of opportunities for growth**
- **Limited options for development due to physical constraints** e.g. topography, flood risk, heritage and wildlife designations, and the sensitivity of Exmoor's landscape affect the capacity of Exmoor/ West Somerset settlements to absorb more housing development
- The housing market impact of **Hinkley Point C**
- **High proportion of population aged over 65** - challenge of providing the suitable housing of the right type and quality in the right locations
- **High proportion of population with disabilities** which limit day to day activities

## Be Part of the Change

Does this district profile provide an accurate picture of the current local housing market?

Are you aware of other housing / housing related achievements, opportunities and challenges that we should highlight?

Are some of these challenges more important than others? If yes, please explain why?

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## Somerset Housing Strategy 2018 – 2023

Front cover

Somerset Housing Strategy 2018- 2023

Priorities and objectives for homes and housing in Somerset

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## Foreword

Homes are a basic necessity. We all need one. Local authorities have a broad role to play in supporting and regulating the housing sector, and in facilitating the delivery of new homes. All agencies, including the NHS and Social Care are impacted by housing – its availability, quality and suitability. These factors play out in people and communities – poor housing leads to significant health inequalities. The economy relies on a sufficient supply of housing in order to attract and retain a skilled workforce.

Tackling our housing crisis is not something that one service or organisation can achieve alone. Local authorities, Registered Providers, developers, the NHS, social care and the voluntary and community sectors – all have important roles to play. However, budgets are under pressure, with demand for our services on the increase. Providing leadership and direction is now critical. It is also more important than ever to have effective partnerships built on trust and mutual respect.

We aim to make our services simple to access and provide support that really works. At the same time, we have to be realistic about the challenges that we face and prioritise the limited resources that we have. We recognise that all communities have people assets: individuals or groups who understand their communities and have the talent to help build cohesion, support and social activity. We wish to work with more communities to help release that talent.

The Somerset Housing Strategy will help us to galvanise the necessary leadership skills; to develop strong, inclusive and effective partnerships; and make sure that we are supporting each other to achieve the housing ambitions for Somerset.

(signatures)

*Ric Pallister (SSDC, Chair of SSHP)*

*Keith Turner (WSC)*

*Nigel Woollcombe-Adams (MDC)*

*Andrew Gilling (SDC)*

*Terry Beale (TDBC)*

## **Developing the strategic housing priorities for Somerset (2017-2018)**

The Somerset Housing Strategy (SHS) is prepared by the Somerset Strategic Housing Partnership (SSHP), comprising representation from the 5 Somerset local housing authorities, Housing Associations, Exmoor National Park, and the County Council (which includes Adult Social Care, Public Health and Strategic Planning).

The process of developing this Strategy began in 2017. We produced a 'Housing Benchmarking Report' that established key data and facts relating to the local housing market. We used this and other evidence to produce district based and county wide Housing Market Profiles. These were published in July 2017, which coincided with a 'stakeholder conference' where 100+ people representing the local housing market met to discuss key topics of concern, and to suggest possible priorities and ideas.

During the Autumn of 2017 we continued the conversation and met with a range of partners to discuss the latest data and intelligence, to consider latest Government policy, and to shape the ideas that were generated by the stakeholder conference. Gradually a vision and a refined set of priorities and ambitions began to emerge.

February 2018 saw the publication of the draft SHS which coincided with a three month period of public consultation. The draft SHS was scrutinised by housing forums, within council chambers, by parish councils and by a range of interested partnership bodies. Overwhelmingly the content received favourable support, as well as ideas as to how we may further shape and refine the draft priorities and objectives. These have all been considered resulting in many amendments to the content of this final document. Importantly, we also received many suggestions as to how we may take forward some of the priorities and objectives and many partners wish to be further involved in the delivery of the SHS.

We are excited by these prospects. Of course, not everyone was wholly supportive, and some had real concerns about our ability to deliver change. We understand these concerns and frustrations. Only time will tell whether we are able to truly make a positive difference to homes and housing in Somerset. By working together and with strong leadership, we are confident that we can.

All the documents referred to above, including a summary of the consultation comments together with our response, can be found at: (insert hyperlink)

## Introduction

The Somerset Housing Strategy sets out the strategic direction for housing activity in the County, dealing with housing need, supply and our approach to quality and management of existing and new housing stock. It enables us to have clear multi-agency priorities and objectives on how to tackle the major housing issues that affect the people of Somerset. There are a range of partners involved to help solve these issues, including residents, local voluntary and community sector, Housing Associations, district councils, the county council (including public health, adult social care), developers, planning agents, private landlords and their agents, and government and their associated partners. The Strategy is supported by a multi-agency delivery plan that sets out how the priorities and objectives are to be achieved. Progress is monitored by the Somerset Strategic Housing Partnership. Each individual partner may also decide to have their own action plan.

The previous Somerset Housing Strategy (the Somerset Strategic Housing Framework) was published in 2013. Much has changed since then. The government has since recognised housing as a top national priority (aiming for the national delivery of 300,000 new homes per annum) and has recently introduced a flurry of legislation and policy (with more to follow) together with a range of associated funding streams:

- *Welfare Reform & Work Act (2016)* – universal credit; capping of benefits; 1% rent reduction on social housing; freeze on Local Housing Allowance; spare room subsidy etc
- *Housing and Planning Act (2016)* – empowered the Government to introduce Right to Buy for Housing Association tenants; phasing out of life-time tenancies; promoting the delivery of Starter Homes etc
- *Housing White Paper (2017)* – various measures to empower Local Authorities to deliver more homes through the town and county planning system; including the Housing Infrastructure Fund and:
- *National Planning Policy Framework (2018)* – introduces a number of important policy changes including a housing delivery test for Local Authorities (commencing November 2018) and a standardised method of calculating housing need (from January 2019)
- *Homelessness Reduction Act (2017)* – contains a big focus on prevention of homelessness, relief from homelessness and recovery/support. There is also more of a focus on single people and 18-25 year olds. Local authorities have 'new burdens' funding and access to flexible homeless support grant
- *Social Housing Green Paper (2018)* – contains proposals to improve: standards within the social housing sector; health and safety; tenant voice; protection from rogue landlords; improved complaints procedures; and new models of 'right to buy' designed to ease access to home ownership
- *Rough Sleeping Strategy (2018)* – contains a vision to halve rough sleeping by 2022, and ending it by 2027. It has three main themes of 'prevention', 'intervention' and 'recovery'. The strategy will be updated on an annual basis and the Government is also developing a wider homelessness strategy

Some of these changes have presented opportunities. The Homelessness Reduction Act will enable the delivery of more effective prevention services to support those at

risk of homelessness, but funding remains a concern. The Housing and Planning Act provides additional powers to deal with rogue landlords. The Social Housing Green Paper presents a very welcome focus on the importance of Social Housing within local communities. Other initiatives such as 'Help to Buy' enables first time buyers to access a deposit for a mortgage.

However many of these changes present real challenges. House prices have risen steadily faster than earnings during the past five years. Building activity from the Housing Association sector has slowed down due to concern around a number of issues such as reduced rental income, the impact of welfare reform and the availability of support services. Meanwhile, homelessness and rough sleeping remain major concerns.

The local scene is also complicated by a number of factors including the rural nature of the county and the impact of Hinkley Point C. Rurality makes it difficult and expensive to deliver services. It also makes Somerset a desirable location for internal in-migration, fuelling local property price increases and contributing to the ageing demographic among many of our rural communities.

Lack of affordable housing contributes to the challenges of retaining younger people, and their skills, within Somerset. This impacts on all sectors, including public services. Meanwhile, the sheer volume of workers at Hinkley Point C (5,600 on-site at peak construction) presents real challenges to the housing sector – private sector rents are steadily rising, as is the number of unlicensed Houses in Multiple Occupation. The site is also a major draw for local construction talent. How will this play out for local growth aspirations? To help mitigate these impacts, EDF have provided £7.5m of funding towards additional housing capacity across West Somerset, Sedgemoor, Taunton Deane and North Somerset. Meanwhile, the recent designation of Taunton as a Garden Town presents a real opportunity to deliver a step-change in how we plan for a more inclusive / healthy housing environment.

Finally, it is important to acknowledge that the Somerset Housing Strategy is an important tool that can help realise national housing policy. The Government have set a target of delivering 300,000 homes a year across England! But what are the implications of this for Somerset? Ultimately we are striving for sustainable growth, where a growing local economy is balanced by housing growth that is delivering homes that are affordable, healthy, suitable and stable.

To do this we need to consider demographic changes (which inform both the number and type of housing that are required) alongside realistic economic growth assumptions, that contain ambitions to grow the economy (within certain sectors) and increase productivity. We need to ensure that economic growth is inclusive and improves social mobility. Much of this is explained within the Somerset Strategic Housing Market Assessment and the Somerset Growth Plan. The economy and housing supply are fundamentally linked, and neither is considered in isolation.

## **Leadership**

All major political parties agree that housing is top national priority. This presents an opportunity for Local Authorities and their partners to deliver strong leadership, leadership that brings together communities, housing, town and country planning, health and social care. We are striving for a combined commitment to improve this complex system for the benefit of our residents. We are already positioning ourselves to ensure improved partnership arrangements around these inter-related agendas. Leadership features strongly in this Strategy. We hope that the delivery of the Strategy will be a catalyst for creative thinking, innovation and an approach that designs solutions alongside the residents and communities that we are seeking to help.



## Key Facts

(Diagram)

Amend the following text boxes

24.2% of the population are aged 65 and over in 2017 (ONS 2017 mid-year estimate) and is set to rise to 25.3% in 2020 and then to 31.5% in 2035 (ONS population projections)

555,195 population (ONS mid 2017 population estimates) and projected to rise 1.5% by 2020 to 563,000 (ONS population projections)

Median gross annual pay for full time workers in Somerset was £26,532 (+ - 5.4%) in 2017 (ASHE)

The proportion of Somerset households in fuel poverty has decreased from 12.4% in 2014 to 10.2% in 2016, though localities such as West Somerset are still at 11.6% (Fuel poverty sub-regional statistics 2016)

£220,000 median price paid £167,000 lower quartile price paid (House Price Statistics for Small Areas Dec 2017)

## **Key Challenges**

(Diagram)

Insert a new text box

24,391 households in Somerset are in fuel poverty- there is a clear link between poor energy efficiency, fuel poverty and poor health

## **Housing, the Economy and Health – an interrelated system**

The Somerset Housing Strategy has regard to the relationship of the local housing market with both the local economy and prevailing health inequalities. The Somerset Growth Plan and the Health and Wellbeing Strategy provide important context.

The Somerset Growth Plan provides a vision for a productive and innovative business community and economy, with a labour force that has the necessary skills, and a system that will deliver the required infrastructure. Importantly, it seeks that economic prosperity will be inclusive, to the benefit of all groups within the community. The Somerset Housing Strategy reflects the same objectives.

The Health and Wellbeing Strategy (Improving Lives) seeks to address health inequalities that exist between people, between communities, and within the economy. It seeks fairer life chances for all, improved health and wellbeing, more people living independently for longer, and safe, vibrant and well-balanced communities. The Somerset Housing Strategy also seeks to deliver these same outcomes.

The Somerset Growth Plan, Health and Wellbeing Strategy and this Housing Strategy should be read together to give a clearer picture of the interrelated strategic priorities and objectives for the county of Somerset. From these strategies flow a range of other plans and activities.

The diagram on page x shows the links between the Somerset Housing Strategy and the range of other important local strategies and plans.

## **Equalities**

The Somerset Housing Strategy has been supported and informed by an Equalities Impact Assessment (EIA). The EIA seeks to ensure that under-represented / vulnerable groups are considered within the development of strategy, policy and procedures. The process of developing an EIA (to directly inform the SHS) is ongoing. We are committed to preparing a SHS Delivery Plan. This will contain a range of activities, each of which will be supported and informed by their respective EIAs

## Our vision for housing within Somerset

This Strategy establishes our vision for housing in Somerset. It sets out three major themes and under each one, the priorities and objectives that we want to achieve. Cutting across these themes is the drive for strong and effective strategic leadership across systems.

### *Strong and effective strategic **Leadership:***

*To deliver **leadership** across an integrated system that embraces communities, housing, health & wellbeing, social care and town & country planning*

*A local **Economy** that provides opportunity for all:*

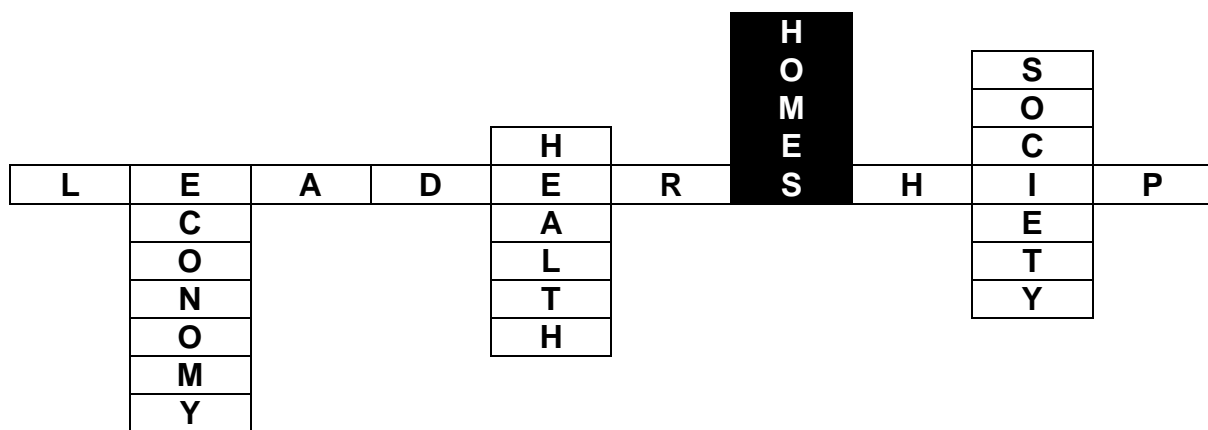
***Increase housing supply** across all tenures and **maximise the proportion of affordable homes** including within **rural communities**, to be constructed by a **skilled local labour force***

*Homes in Somerset are good for your **Health:***

*A **healthy living environment** with **secure and decent homes** that fosters **independent living** within **strong communities***

*A **Society** that supports the vulnerable:*

*Coordinated support to individuals and communities to **reduce the impact of Welfare Reform**, to **prevent homelessness**, and to **facilitate a balanced housing stock** that meets the needs of all local people*



### **Down**

1. A 'basic need' – we need lots more of them (but more than just bricks and mortar)
2. The production and consumption of goods and services and the supply of money – but interventions needed so that all can benefit
3. The state of being free from illness or injury / a person's physical or mental condition
4. A body of individuals living together as a community

### **Across**

1. Critical for addressing complex problems and for coordinating the delivery of 1-4 (Down)

## Housing and the Economy

Vision: ***A local Economy that provides opportunity for all***

### Context

There are **not enough homes (all tenures)**

A **growing affordability gap** with significant consequences for both young people and families

A **growing private rented sector** that is getting more difficult to afford

Increasing numbers of workers at **Hinkley Point C** are placing pressure on the private rented sector, fuelling rent increases (1 and 2 bed properties)

There is **net out-migration of young people**

**Net in migration of 40+** seeking lifestyle change, using capital asset of homes in higher house price areas to **outbid/ out compete local people**

Lack of opportunities for **social mobility** is a major issue across West Somerset

**There is delay in construction** at key sites due to market financial changes

There is a **skills shortage** within the construction sector

**Poor transport infrastructure resilience** with specific problems on the motorway (M5) / A38 and strategic (A358/A303) network, and insufficient bus/rail link/A road links within much of the county

### **Priority 1: Maximise the number of affordable homes (all tenures)**

**Objective:** Each Local Authority will prioritise the delivery of new affordable housing (all tenures) and provide community leadership at the highest level to make this happen

**Objective:** Make use of all available funding streams from Central Government such as the Housing Infrastructure Fund and other short term funding such as private rented sector access fund

**Objective:** Each Local Housing Authority to have current information about housing need across its locality

**Objective:** Each Local Authority will seek to deliver the necessary infrastructure and community facilities in a timely and phased manner to accelerate housing delivery

### **Priority 2: Provide more affordable homes to support rural economies and communities**

**Objective:** Support the rural economy and the creation of sustainable rural communities by meeting demonstrably identified needs for affordable housing

**Objective:** Improve the percentage of affordable homes in rural developments tied to local plan allocations. Increase the number of supported housing units to ensure the need of some of the most vulnerable in society are more effectively met

**Objective:** Incentivise / promote land release for rural exception sites. Ensuring that provision remains affordable in perpetuity for future generations or for the subsidy to be recycled for alternative affordable housing provision

**Objective:** Increase the number of Community Land Trusts across Somerset, particularly within rural communities

### **Priority 3: Use our assets to increase the supply of homes**

**Objective:** Maintain up to date local plan coverage within each district area and Exmoor National Park and ensure a five-year housing land supply to meet housing targets

**Objective:** Maximise Hinkley Point C legacy and long term benefits

**Objective:** Work with One Public Estate and identify opportunities to reuse released land and buildings to meet housing needs

### **Priority 4: Upskill the local labour force**

**Objective:** Align our activities with the Somerset Growth Plan and promote the establishment of a University, apprenticeships and a skills based academy for the construction sector

**Objective:** There will be an increase in rates of self-build and custom build

**Objective:** We will introduce off-site / modular construction

### **Priority 5: Creating sustainable homes and places in Somerset**

**Objective:** The consideration of new housing developments will place sustainability at the heart of decision making

**Objective:** More homes will be provided that are healthy and affordable to run, integrating low carbon design and resilience to the predicted impacts of climate change

## Housing and Health

Vision: ***Homes in Somerset are good for your Health:***

### Context

- Growing **health inequalities** due to geography, age and financial capability
- An **ageing population** with specific housing requirements
- 75% of the elderly own their homes, but **40% of elderly live in poverty**
- 10% of **children in income deprived families** are concentrated in 0.07% of the county area
- There are **14,300 children** and **20,000 older people** in **low income households** in Somerset
- **33,500 people in Somerset aged 65 or older live on their own** (1 in 7 households)
- **27,000 one-person households** in which the resident has a **long-term health problem or disability**
- **30,000+ homes with Category 1 hazards** (and the highest proportion in the Private Rented Sector)
- **1 in 3 households do not have gas central heating** (1 in 2 in West Somerset)
- **Average of 10.2% of households** living in **fuel poverty** (11.1% England average) rising to almost 18% in our most deprived localities
- There are **major financial costs to health, social care and housing services** due to trips and falls, excess cold, damp, dementia, domestic violence, homelessness and delayed hospital discharges
- There is a need for more flexible models of supported housing which **enable independent living**

### **Priority 1: Maximise positive health impacts through housing development and the lived environment**

**Objective:** Develop and promote the use of Health Impact Assessments and ensure appropriate standards of design within housing development and the lived environment, so that new developments provide the opportunity for healthy living

**Objective:** Foster partnerships with developers around the delivery of lifetime homes / space standards to ensure well designed homes that are built for changing life circumstances and adaptability

**Objective:** Taunton Garden Town development will be an exemplar project that will deliver positive health impacts through creative design. Lessons will be learnt to inform other major developments throughout the county

### **Priority 2: Improve the existing housing stock**

**Objective:** Work with private rented sector landlords to improve the conditions of the homes which they let.

**Objective:** There is a coordinated approach to combat poor quality or unsuitable homes of any tenure, specifically addressing fire risk, cold homes, disrepair, and accessibility. Members of the public know how to access support to combat poor housing conditions

### **Priority 3: Match lifelong independent living with appropriate property solutions**

**Objective:** For those seeking an affordable home to rent, identify any further improvements to the matching of need (relating to physical/mental/learning disability) with available property through Homefinder Somerset

**Objective:** To ensure that all households in Somerset have access to coordinated information and advice and related services to enable them to live independently in a home which meets their needs

**Objective:** To ensure that individuals with particular, additional and / or complex support needs have the necessary support to live independently longer in a home that meets their needs. Consideration will include the potential of new technologies

**Objective:** To increase the range of housing providers that are willing to house individuals with additional and / or complex support needs

### **Priority 4: Collaborate with local residents to build healthy and strong communities**

**Objective:** To identify the talent and skills of people within local communities. To work with the people 'assets' to design solutions to complex problems such as homelessness, addictive behaviours and poor mental health. To enable healthy, strong and self-supporting communities that are partnered by effective service delivery



## Housing and Society

Vision: ***A Society that supports the vulnerable***

### Context

- Significant levels of **homelessness** and **rough sleeping**
- Ongoing **welfare reform** and **Universal Credit** roll-out
- Particular concerns for the **under 35s** who often struggle to access housing due to challenging benefit regime and high cost of open market housing
- **Lack of supply of 1 bedroom properties** for which there is significant demand
- Some communities in rural areas (principally in West Somerset) have further pressures due to **high levels of second home ownership**
- There are very **high levels of long term empty homes** in West Somerset
- **Mismatch** between the provision of larger properties, increasingly smaller households and **changing demographics** (particularly within Exmoor National Park where there is a predominance of larger, detached homes)
- There is an **increased demand for all forms of accommodation** within commutable distance of **Hinkley Point C**
- **There is hidden housing need** particularly within **rural communities**
- There is **no strategic transit site for gypsies and travellers** and a general under-provision of all pitches across the county
- Further **rises in mortgage rates** could increase the number of repossessions
- There are significant numbers of **armed service / ex service personnel** and their families who are seeking accommodation via Homefinder

### **Priority1: Support communities with the impact of welfare reform**

**Objective:** Work as partners to share best practice and consolidate / improve awareness of benefit changes and what it means for families and individuals to help prevent incidence of debt and rent arrears

**Objective:** Develop suitable housing options for the under 35s

**Objective:** Housing and support services working with under 35s to have a focus on assisting people into work, and utilise initiatives such as the Social Impact Bond to enable providers and landlords to build links with employment, education and training initiatives

**Objective:** Promote sources of advice and training that are available to private sector landlords, existing private tenants, and residents considering renting, to include 'accreditation'/'tenant ready' schemes

### **Priority 2: Reduce Homelessness and Rough Sleeping**

**Objective:** Prepare and implement a new statutory county-wide Homelessness Strategy, to include the requirements of the Homelessness Reduction Act 2017, and to foresee changing economic circumstances including rising interest rates that could increase repossessions

### **Priority 3: Create and sustain thriving communities**

**Objective:** As Local Plans are reviewed they are to include appropriate policy responses that address the demands of changing demographics including specialist needs

**Objective:** Communities are supported to develop community led plans (Neighbourhood Plans/Parish Plans) to help identify community housing needs, sites for future housing and promote inclusive high quality design

**Objective:** Revise and update the existing Gypsy and Traveller Accommodation Assessment and increase the amount of available Gypsy and Traveller pitches across the County, exploring opportunities to use public sector land to make residential and transit site provision

**Objective:** To refresh the Youth Housing Strategy and consider the impact on children and young adults (including those leaving care)\_of poor housing standards, overcrowding, affordability, and insecurity of tenure. To deliver safe housing solutions that protect vulnerable children and young adults

**Objective:** Commissioners and providers of housing and support services are to deliver social value and seek a social return on investment. This will enhance the value of the Somerset £pound and so expand the range and quality of service delivery for the benefit and opportunity of local residents and the voluntary / community sector

**Objective:** Seek to create a downward trend in the number of Long Term Empty homes across all districts

**Objective:** To work in partnership with housing providers and the charity / voluntary sector to improve housing options / support services for those serving and ex serving members of the armed forces and their families who find that they are in housing need

## **Interrelated Systems**

(i.e. the diagram currently on page 16 – it requires some minor amendment)

## **Delivery and Performance**

### **Governance**

The Somerset Housing Strategy is the responsibility of the Somerset Strategic Housing Partnership (SSHP), comprising member and officer representation from each of the Somerset districts and the County Council. Public Health, the Clinical Commissioning Group, Homes England, and a local Registered Provider are also represented. The Exmoor National Park authority also provided valuable support to the preparation of the SHS.

SSHP sits within the governance arrangements of the Somerset Health and Wellbeing Board.

### **Delivery**

A SHS multi-agency 'Delivery Plan' will be prepared. This will detail a range of prioritised actions / projects, together with information on expected outcomes, lead agency, key partners, timescales, resources, and deliverables.

The Delivery Plan will be reviewed and updated annually.

Each SSHP partner is encouraged to develop their own SHS Action Plans (or to embed activity within other appropriate plans e.g. corporate plans). Partner Action Plans will be the responsibility of the partner organisation (including delivery/governance).

### **Performance**

Performance against the Delivery Plan will be monitored by SSHP.

Review of the Somerset Housing Strategy will occur in 2023.

## Glossary

**Affordable Housing:** Affordable housing includes social rented, affordable rented and intermediate housing (including Low Cost Home Ownership options), provided to eligible households whose needs are not met by the market

- Affordable rented housing: Rented housing let by Registered Providers to eligible households at Intermediate Housing
- Intermediate housing: Housing at prices and rents above those of social rent but below market price or rents. A rent of no more than 80 per cent of the local market rent
- Social rented housing: Rented housing owned and managed by Local Authorities and Registered Providers for which guideline target rents are determined through the national rent regime

**Category 1 Hazard:** Housing Standards - A category 1 hazard is a hazard that poses a serious threat to the health or safety of people living in or visiting a home. Examples can include a leaking roof, mould on the walls / ceilings, excess cold, exposed wiring or overloaded electrical sockets, a dangerous or broken boiler etc. There is a scoring system to assess whether any hazard is 'Category 1'. Councils must take action to remove or reduce Category 1 hazards

**Community Land Trust:** Community Land Trusts are a form of community-led housing, set up and run by ordinary people to develop and manage homes as well as other assets. CLTs act as long-term stewards of housing, ensuring that it remains genuinely affordable, based on what people actually earn in their area, not just for now but for every future occupier (National Community Land Trust Network)

**Custom build:** Custom build homes are where an individual or a group works with a developer to help deliver a home. The developer may help to find a plot, manage the construction and arrange the finance for the new home. This is more of a hands-off approach compared to self-build but the home will be tailored to match the individuals/groups requirements

**Empty Home (long term):** A home that has been unoccupied for more than six months

**Fuel poverty:** Fuel poverty in England is measured using the Low Income High Costs (LIHC) indicator. Under the LIHC indicator, a household is considered to be fuel poor if

- They have required fuel costs that are above the average (the national median level), and
- Were they to spend that amount they would be left with a residual income below the official poverty line

**Garden Town (Taunton):** Taunton was designated a Garden Town in 2017 (the only one in the South West). The Taunton Garden Town proposals encompass the elements that are essential to maintaining a thriving and sustainable community, such as: the delivery of new homes, major town centre regeneration schemes, new open spaces for communities and wildlife, flood protection, locations for business and more efficient and sustainable ways of getting around. The Government has committed to work with the local district council to access funding to deliver essential infrastructure in line with or ahead of housing and the wider growth of Taunton

**GTAA (Gypsy and Traveller Accommodation Assessment):** Councils across Somerset jointly commissioned this study from De Montfort University (2011) to assess the need for residential and transit pitches for the travelling community in the county, as required by national policy. It is now in need of updating

**Health Inequality:** Health inequalities can be defined as differences in health status or in the distribution of health determinants between different population groups. For example, differences in mobility between elderly people and younger populations or differences in mortality rates between people from different social classes (World Health Organisation)

**Health Impact Assessment:** A Health Impact Assessment (HIA) is a process that ensures that the effect of development on both health and health inequalities are considered and responded to during the planning / development process. It is usually informed by locally adopted guidance. Countywide guidance is desirable to ensure consistency of application of HIA

**Hidden Homelessness / Housing Need:** People who are not entitled to help with housing, or who don't even approach their councils for help, will stay in hostels, squats or B&Bs, in overcrowded accommodation or 'concealed' housing, such as the floors or sofas of friends and family. This is hidden homelessness, as it is not counted in official statistics. Similarly, people who cannot afford their own home and who live with their family, is an example of 'hidden' housing need, as it is very difficult to quantify

**Homefinder Somerset:** Choice Based Lettings for Somerset. A partnership of Local Authorities and Housing Associations working together to make the process of finding a home to rent both simple and transparent for applicants.  
<https://www.homefindersomerset.co.uk/>

**Lifetime home/s:** Homes that meet 16 design criteria that are intended to make homes more accessible and adaptable for lifetime use at minimal cost  
<http://www.lifetimehomes.org.uk/>

**Low income household:** Commonly a household whose income is 60% or less of the average (median) British household income for that year

**Local Housing Allowance (LHA):** This is the way of working out Housing Benefit (HB) for people who rent from a private landlord

**Local Plans:** Planning Policy documents which contain a spatial strategy together with a range of local planning policies that aim to guide and control new development within a defined locality (e.g. within a district council boundary, or a National Park)

**Modular construction:** "Modular" is a construction method of building homes (and other buildings) that involves constructing sections away from the building site, then delivering them to the intended site. Installation of the prefabricated sections is completed on site

**One Public Estate:** One Public Estate (OPE) is a national initiative managed by central Government to enable public sector organisations to 'rationalise their asset and estates management'. In other words, Local Authorities were able to bid for project funding to facilitate the sharing of buildings and services with other public sector organisations  
<http://www.somerset.gov.uk/policies-and-plans/schemes-and-initiatives/customer-hubs-and-one-public-estate/>

**Self-build:** Projects where someone directly organises the design and construction of their own home. This covers a wide range of projects from a traditional DIY self-build home to

projects where the self-builder employs someone to build their home for them. Community-led projects can also be defined as self-build

**SHMA – Somerset Strategic Housing Market Assessment:** The Government's National Policy Planning Framework (NPPF) requires each Local Authority to undertake a SHMA as part of the evidence base required to inform district Local Plans. A SHMA seeks to assess the long term need and affordability of housing in the area, and is based on demographic and economic trends. The latest SHMA for Somerset was published in October 2016

**Social Impact Bond:** Social Impact Bonds (SIBs) are a commissioning tool that can enable organisations to deliver outcomes contracts and make funding for services conditional on achieving results. Social Investors pay for the project at the start, and then receive payments based on the results achieved by the project. There now exist many SIBs across the UK, supporting tens of thousands of beneficiaries in areas like youth unemployment, education / training, mental health and homelessness

**Social Value:** Social Value is the quantification of the relative importance that people place on the changes they experience in their lives. Often these changes cannot be given a financial value (or it is very hard to do so). Examples of social value include an individual whose confidence may be increased through interaction with a community group. Or whose health and wellbeing is improved through living next to (or having convenient access to) a park. An organisation can influence social value through its procurement and service delivery practices (see Social Return on Investment)

**Social Return on Investment (SROI):** SROI is a framework for measuring and accounting for a much broader concept of value i.e. beyond the monetary value of an investment / purchase. It seeks to reduce inequality and environmental degradation and improve wellbeing. SROI measures change in ways that are relevant to the people or organisations that experience or contribute to it. It does this by incorporating social, environmental and economic costs and benefits in to decision making around service delivery, and assigning each of these a monetary value. This enables a ratio of benefits to costs to be calculated. For example, a ratio of 3:1 indicates that an investment of £1 delivers £3 of social value. An example may be the outsourcing of some service delivery to community groups, who due to greater local knowledge of people and their circumstances, could deliver greater impact (for the same financial investment) and so enhance social value  
<http://www.socialvalueuk.org/resources/sroi-guide/>

**Sustainability:** In the context of new housing developments, this is to include flood mitigation and flood resilient building design, green infrastructure, sustainable travel, minimisation of waste and pollution, protection and enhancement of biodiversity, and notable measures to mitigate and adapt to climate change; providing homes and spaces that are healthy for occupiers and users

**Universal Credit:** A monthly benefit payment for people who are on low income or are out of work. It's being rolled out in stages across the UK and is replacing other benefits (as part of the government's Welfare Reform agenda). How much a person receives depends on their circumstances, including income and how many children they have

## **Communications and Contact**

We are committed to having open dialogue on matters relating to strategic housing. We shall ensure that the following information is available on the district council and county council web sites:

- Somerset Housing Strategy (SHS)
- SHS Delivery Plan
- SHS Performance Scorecards
- Monthly newsletters

Each website contains relevant contact information.

We shall work towards delivering a single countywide resource for the above.

If you wish to write to us, please address any correspondence to 'Housing Strategy' at your local district council.



## **Appendix C Feedback from TD and WS Scrutiny**

Minutes of meetings as follows:

### **TDBC / Community Scrutiny – 6<sup>th</sup> March 2018**

2.1 Community Scrutiny are asked to:

- A. Provide 'in principle' support to the vision, priorities and ambitions of the draft SSHF
- B. To challenge/scrutinise the detail and identify content that may require further clarity or amendment. To provide a view on whether Scrutiny consider some priorities/ambitions are more important than others
- C. To challenge the content of the draft Equalities Impact Assessment and to suggest any further additions / amendments.

The Committee supported and provided in principle support to the vision, priorities and ambitions of the draft SSHF.

The Committee challenged and scrutinised the detail and identified the following content that may require further clarity or amendment:

- Green/Environmental concerns to be more prominent such as Eco-building/Renewable Energy
- To ensure that we consult with local (Somerset) Transition Town Groups/Community Bodies

Community Scrutiny wish to be engaged with the development of the subsequent Multi-Agency Delivery Plan. The Committee also believe that TDBC should have an its own Action Plan, to identify how we will respond to the current Housing Crisis

Furthermore, the Committee suggested some detail that should be considered for the Delivery Plan / Action Plan:

- Bringing the use of 'income poor assets' (e.g. space above shops / empty buildings) back into play by the use of grants
- Possible suggestion of using NHB receipts to support the Ambitions in this Framework around social and affordable housing and rough sleeping

The Committee challenged the content of the Draft Equalities Impact Assessment and suggested further addition/amendment as follows:

- To clarify that 'Multi-Agency' includes reference to the Third Sector
- Many people will fit in to more than one category of 'protected characteristics' e.g. young and BME. The EIA should describe how the needs of such people will be considered

Finally, the committee recommend that each Councillor responds individually to the consultation if they can

### **West Somerset Council / Scrutiny Committee– 19<sup>th</sup> April 2018**

The report WSC 35/18 was presented by Councillor K Turner.

The purpose of the report was to highlight the key facts and challenges within the local housing market, for the proposal of a vision for homes and housing across Somerset that embraced strong and effective strategic leadership; a local economy that provided opportunity for all; homes in Somerset were good for your health; and a society that supported the vulnerable.

The current Somerset Strategic Housing Framework (SSHF) was prepared in 2013 and had an end-date of 2016, and was due for a review. It contained priorities that related to the availability of affordable housing, making best use of the existing housing stock and supported the vulnerable.

The SSHF was prepared by the Somerset Strategic Housing Officers Group (SSHG) which reported to the Somerset Strategic Housing Partnership (SSHP). The West Somerset representatives were Councillor Keith Turner and Mark Leeman (Strategy and Partnership Lead Officer).

The process of the review had begun in 2016. There was work being carried out behind the scenes which involved conversations with the Health and Wellbeing Board, the Clinical Commissioning Group, the Local Enterprise Partnership, the Somerset Strategic Planning Conference and the Somerset Academy.

The revised draft SSHF was published in February 2018 and was subject to consultation until 30 April 2018. After the consultation period closed, officers would prepare a report that responded to any feedback (by early summer 2018) and sought to adopt the SSHF by late summer 2018. The officers would also develop a multi-agency delivery plan that was focused on key activity and would be monitored by SSHP.

The corporate strategy had five key themes:-

1) Our Communities – the draft SSHF sought to increase the availability of affordable housing (all tenures); to deliver more housing options for rural communities, single people, young people and the elderly; to support our most vulnerable residents; and to develop employment opportunities.

2) Business and Enterprise – the draft SSHF sought the removal of barriers to housing growth. This included both the provision of infrastructure and skills development within the construction sector.

3) Our Place and Infrastructure – the draft SSHF sought to maximize the legacy of Hinkley Point C.

4) An Efficient and Modern Council – the draft SSHF challenged the Council to think creatively and radically about how it delivered housing related services, which included the provision of new housing. It also challenged the Council to develop 'asset' based models of service delivery i.e. problem solving by working with talent and ideas generated within local communities.

5) People, Place and Prosperity – the draft SSHF was consistent with the Council's aims for Transformation. It sought to support vulnerable people and families, to adopt a creative place-based approach to a service delivery, and to aspire to an economy that worked for the benefit of all. The draft SSHF would help the Council deliver integrated systems leadership that would enable the Transformation of service delivery for the benefit of our communities and local business.

During the discussion, the following points were raised:-

- Concern was raised on two risks highlighted in the risk assessment on staff and resources.

*Unfortunately the outcome of the Transformation Project was unknown. The Strategy and Partnership Lead believed that the future of the SSHP should be stable for the next couple of months, but if this was to change for the worse, then it would be up to the Portfolio Holder and the SSHG to seek resource from within the Partnership.*

- *Members queried the ambitions mentioned and wanted reassurance that the ambitions would be more detailed and robust. At present the document was at the draft consultation stage and was open for feedback and amendments.*

- *Concern was raised on what control the SSHP had over private developers and how they measured the effectiveness of the previous strategy.*

*It was difficult to monitor or state how effective the previous strategy was and would need to be addressed for the future. The Officer confirmed that the Housing Strategy covered all forms of housing and not just new builds.*

- *Members queried whether low cost ownership schemes could be promoted within the area.*

*Yes they could, however, the mortgages were not easily obtained for those schemes.*

- *Concern was raised on the Housing Sector as a whole.*

*National policy dictated the majority of what happened within the sector. The Elphicke House Report detailed the challenges faced by Councils and how to stimulate the housing market for all types of tenure. The report would be circulated to Members.*

**RESOLVED** that the Scrutiny Committee:-

a) Provided 'in principle' support, with the assurance that the resources would be in place to deliver, the vision, priorities and ambitions of the draft SSHP;

b) Challenged and scrutinised the detail and identity content that might require further clarity or amendment. Provided a view on whether Scrutiny considered some of the priorities and ambitions were more important than others; and

c) Challenged the content of the draft Equalities Impact Assessment and suggested any further additions and amendments.





## Equality Impact Assessment Form

Version 4 (Nov 2018)

What is being analysed?	<b>Somerset Housing Strategy</b>
Name body responsible for the analysis	<b>Somerset Strategic Housing Officers Group (SSHG)</b>

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### Sources of information used in this impact assessment

The Somerset Housing Strategy (SHS) sets out a sub-regional Housing Strategy for Somerset to be complemented by a multi-agency Delivery Plan and individual District Action Plans. This approach enables the coordination of partner interventions supported by specific actions within individual local authority areas supported by the overarching common priorities and ambitions identified within the Strategy.

The SHS has been developed by a project team consisting of representatives from the following organisations:

- Mendip District Council
- Sedgemoor District Council
- South Somerset District Council
- Taunton Deane Borough Council
- West Somerset Council

- Exmoor National Park Authority
- Somerset County Council – Somerset Strategic Planning Conference
- Somerset County Council – Public Health
- Somerset County Council – Adult Social Care

The process of developing this Strategy began in 2017. We produced a ‘Housing Benchmarking Report’ that established key data and facts relating to the local housing market. A number of partners provided help, including Somerset Intelligence Partnership, Public Health and Town Planners. We used the Benchmarking Report and other evidence to produce District based and County wide Housing Market Profiles. These were published in July 2017 and identified key facts, issues, challenges and opportunities. On July 8<sup>th</sup> 2017 we facilitated a Stakeholder Engagement Event where 100+ people representing the local housing sector and associated services met to discuss key topics of concern, and to suggest possible priorities and ideas. During February 2018 we published the draft Housing Strategy. This coincided with a period of public consultation and stakeholder engagement. Presentations were made to a variety of forums including the Health and Wellbeing Board, Safer Somerset Partnership, Compass Disability, VCS Strategic Forum and many others. All this background material (housing market profiles, stakeholder presentations, workshop material, & consultation feedback) can be accessed via each district council website. Once all the information had been gathered and analysed, it was used to shape the content of the Somerset Housing Strategy which seeks to identify the key priorities and ambitions for housing within Somerset.

Other sources of background information that supports this analysis include:

- Somerset Joint Strategic Needs Assessment <http://www.somersetintelligence.org.uk/jsna>
- Somerset Health & Wellbeing Strategy  
[www.somerset.gov.uk/EasySiteWeb/GatewayLink.aspx?allid=45804](http://www.somerset.gov.uk/EasySiteWeb/GatewayLink.aspx?allid=45804)
- Strategic Housing Market Assessments <https://www.sedgemoor.gov.uk/shma>
- Somerset Homeless Strategy [https://www.southsomerset.gov.uk/media/628572/homeless\\_strategy\\_appendix\\_1.pdf](https://www.southsomerset.gov.uk/media/628572/homeless_strategy_appendix_1.pdf)
- Somerset Youth Housing Strategy & Action Plan  
<https://www.bing.com/search?q=somerset+youth+housing+strategy+and+action+plan&src=IE-SearchBox&FORM=IESR3N>
- Avon & Somerset Rough Sleepers Steering Group Action Plan  
[https://www.southsomerset.gov.uk/media/677668/ap\\_homeless\\_strategy\\_2013.xlsx](https://www.southsomerset.gov.uk/media/677668/ap_homeless_strategy_2013.xlsx)

- Somerset Gypsy and Traveller Accommodation Assessment Update  
<https://www.westsomersetonline.gov.uk/getattachment/Planning---Building/Planning-Policy/Evidence-Base-Information/Housing---Community-Evidence/Gypsy-and-Traveller-Accommodation-Assessment/Final-GTAA-update-October-2013.pdf.aspx>
- Somerset Financial Inclusion Strategy <http://www.somersetintelligence.org.uk/financial-inclusion.html>
- Somerset Tenancy Strategy [https://www.southsomerset.gov.uk/media/677783/tenancy\\_strategy\\_v1\\_1.pdf](https://www.southsomerset.gov.uk/media/677783/tenancy_strategy_v1_1.pdf)
- Somerset Sustainable Community Strategy  
<http://www.somerset.gov.uk/policies-and-plans/plans/somerset-minerals-plan/minerals-plan/?entryid100=57149&cord=DESC&cid=1504978&p=9>
- Local Development Frameworks and Key Strategies  
<https://www.westsomersetonline.gov.uk/Planning---Building/Planning-Policy/Local-Development-Framework>  
<https://www.southsomerset.gov.uk/planning-and-building-control/spatial-policy/local-development-framework/>  
<http://www.mendip.gov.uk/localplan>  
<https://www.tauntondeane.gov.uk/planning-policy/taunton-deane-core-strategy/>  
<https://www.sedgemoor.gov.uk/corestrategy>
- Somerset Dementia Strategy <http://www.somersetintelligence.org.uk/somerset-dementia-strategy-priorities-2013-2016.pdf>
- Somerset Extra Care Housing Strategic Review  
<http://www.somersetintelligence.org.uk/downloads/Somerset%20Extra%20Care%20Housing%20Strategic%20Review%202008.pdf>
- Somerset Growth Plan 2014 – 2020: Strategic Framework <http://www.somerset.gov.uk/EasySiteWeb/GatewayLink.aspx?allid=47709>
- Heart of the South West Productivity Strategy

The SHS has been adopted by the Somerset Strategic Housing Partnership (SSHP) that consists of representation from the District Councils, County Council (Adults Social Care, Strategic Planning & Public Health), the CCG, Homes & Community Agency and a Registered Provider partner (on behalf of the sector).

**Identify the effect or potential effect of this policy on each of the diversity groups (Equality Act 2010). Refer to Equality Analysis Checklist if necessary.**

(PCs of marriage and civil partnership and pregnancy and maternity to be considered if relevant)

*Add new rows for repeating protected groups as required*

Protected group	Effect Positive / negative / neutral	Comments / Recommendations	Actions
Age	Positive	<p>The Somerset JSNA highlights that the population is ageing and that there will be a substantial increase in the proportion of older people in Somerset by 2025. Healthy life expectancy is not improving. The prospect is that people will be living longer but with long-term health conditions.</p> <p>The Somerset Homelessness Strategy recognises the high rate of tenancy failure amongst young people and includes actions to ensure that support will continue to be provided. The JSNA and the Youth Housing Strategy (to be superseded by the Children and Young People's Plan) highlight the difficulties that young people face when trying to access housing. Housing enforcement policy can make</p>	<p>Consult with <b>older people</b> on their housing issues, needs and support.</p> <p>Evaluate existing supported accommodation units to help inform future planning for older people.</p> <p>Develop preventative services such as minor adaptations and repairs, information advice centres and Home Improvement Agency services that will help older people remain independent in their own homes for as long as possible. Improve home from hospital arrangements and develop social prescribing. Exploit the potential of new technology. Seek to list local services available to support a person in their own home (e.g. Somerset Choices); support agencies to help. Increase the supply of housing for older people and develop the right tenures and letting plans to allocate these, keeping in mind the rural housing needs of older people as well.</p> <p>Through P2i, strengthen prevention activities aimed at <b>young people</b> to better facilitate a planned progression into independent living. E.g. allow for improved access to housing advice and information, which is designed to meet the needs of younger people. Develop private rented sector access schemes to facilitate shared rented housing for single people aged under 35. E.g. Ensure there is adequate and affordable, good quality accommodation for people under 35, on the lowest level of Local Housing Allowance.</p>



		<p>a real difference to the quality of children’s lives, especially those who are living in poor quality, overcrowded and inappropriate accommodation.</p>	<p>Further, the Strategy also seeks to achieve the following:</p> <ul style="list-style-type: none"> <li>- Support both the young people and the rural economy via the creation of sustainable rural communities by providing more affordable rural homes.</li> <li>- Develop suitable housing options for the under 35s due to welfare reform.</li> <li>- Align activities with the Somerset Growth Plan and promote the establishment of a University and apprenticeships to upskill the local labour force to provide better opportunities.</li> <li>- Housing and support services working with under 35s to have a focus on assisting people into work, and utilise initiatives such as the Social Impact Bond to enable providers and landlords to build links with employment, education and training initiatives.</li> <li>- Aim to ensure all housing, but particularly rented housing (in areas where there are concentrations of poor housing standards) is safe, does not give rise to injury or illness to the occupiers, and is warm and energy efficient.</li> </ul> <p>The above actions will be coordinated by the SHS Delivery Plan and given further consideration in the following (among others): SHS District Action Plans, review of SCC commissioning contracts (various services), Health &amp; Wellbeing Strategy, Private Sector Housing /Housing Standards Strategies, Somerset Choices, Children &amp; Young People Plan, Registered Provider Business Plans and district based Local Plans.</p>
Disability	Positive	<p>Statistics data from the Home Improvement Agency, Homefinder Somerset and Health and Wellbeing Strategy indicates that there may be a shortage of accessible housing for some</p>	<p>Through a revised jointly commissioned Home Improvement Agency and Integrated Community Equipment Service and through cooperative working between local housing authorities, public health and adult social care achieved the following:</p>

disabled people, leading to a lack of choice and inappropriate housing. There are also issues in matching the correct adaptations on properties to the applicant's disabilities. There are particular challenges around accommodation provision for people with mental health problems or learning disabilities.

The statistics also indicate that the independence of disabled people is restricted and that means instances of poverty, social exclusion and isolation among disabled people is higher than average, with many disabled people restricted to certain local areas.

- Maximized use of existing stock, ensuring that people are offered appropriate housing to meet their particular needs.
- Improved access to adaptations and adapted stock, and improved efficiency in the current system for accessing adaptations, aids and support.
- Include number of fully wheelchair accessible units alongside units suitable for ambulant disabled individuals in new builds.

Further, the Strategy also seeks to achieve the following:

- Increase the choice of supported accommodation.
- Promote the use of Health Impact Assessments within housing development and the lived environment.
- Foster the partnerships with developers around the delivery of lifetime homes/ space standards to ensure well designed homes that are built for adaptability.
- Improve the matching of need with available property through Homefinder Somerset.
- Ensure that individuals with additional and/ or complex support needs have the necessary support to live independently in a home that meets their needs.
- Review pathways into employment for people with a mental or physical disability.
- Work in partner agencies to tackle issues of social isolation and loneliness.

The above actions will be coordinated by the SHS Delivery Plan and given further consideration in the following (among others): SHS District Action Plans, review of SCC commissioning contracts (various services), Health & Wellbeing Strategy, Private Sector Housing /Housing Standards Strategies,

			Somerset Choices, Children & Young People Plan, Registered Provider Business Plans and district based Local Plans.
Gender reassignment	Neutral	Transgendered people may be particularly at risk of housing crisis and homelessness arising from transphobic reactions, hate crime and harassment by family, neighbours and members of their local community. Transgendered people may also fear disclosing their identity to housing officers for fear that they will not be treated with dignity and respect. The result can be that they do not receive the housing services that they need or receive a service inappropriate to their needs.	<p>These issues are addressed to a degree in the Homelessness Strategy, which the SHS supports.</p> <p>Monitoring of hate crime and subsequent recommendation for action and ensuring this is linked to the allocation of housing through Homefinder and housing options teams.</p> <p>The above actions will be coordinated by the SHS Delivery Plan and given further consideration in the following (among others): SHS District Action Plans, Homelessness Strategy, Homefinder Somerset and Safer Somerset Partnership.</p>
Race Page 107	Neutral	<p>BME groups may have differing housing needs due to multi-generational households for cultural or financial reasons.</p> <p>People from a different race or culture may be vulnerable to hate crime.</p> <p>Life expectancy for Gypsy and Traveller men and women is 10 years lower than the national average. Gypsy and Traveller mothers are 20 times more likely than the rest of the population to have experienced the death of a child.</p> <p>Unlawful pitches can have problems including</p>	<p>Facilitate for larger and cheaper private sector rented accommodation of varied types.</p> <p>Strengthened Housing Options arrangements will include a commitment to mitigating effects of language barriers that might hinder access to services.</p> <p>Monitoring of hate crime and subsequent recommendation for action and ensuring this is linked to the allocation of housing through Homefinder and housing options teams.</p> <p>The Gypsy and Traveller Accommodation (Assessment) 2011 &amp; (Update) 2013 (GTAA) sets out the needs of this community and pitch requirements which the SHS supports and will seek to deliver. Further, there has been commitment by the Somerset Strategic Planning Group to update the GTAA. Exploring opportunities to use public sector land. Actions are to develop</p>

		<p>health hazards (such as contamination by vermin), decayed sewage and water fittings, poor-quality utility rooms, and failings in fire safety. Roadside stopping places, with no facilities and continued instability and trauma, become part of the way of life. Health deteriorates, while severe disruptions occur to access to employment opportunities. Racism towards Gypsies and Travellers is still common, frequently overt and seen as justified.</p>	<p>transit sites for gypsies / travellers households arriving in Somerset.</p> <p>There are several different races and ethnicities of Gypsy and Traveller Communities within Somerset and they cannot be grouped as one. Careful consideration must be made when allocating sites as well as being mindful of their accommodation needs.</p> <p>The above actions will be coordinated by the SHS Delivery Plan and given further consideration in the following (among others): SHS District Action Plans, Gypsy and Traveller Accommodation Assessment Review, Homelessness Strategy, Registered Provider Business Plans, Homefinder Somerset and district based Local Plans.</p>
Religion or belief	Neutral	<p>There could be concerns that different religious groups could be disadvantaged in seeking assistance due to particular cultural aspects.</p> <p>There could be concern that insufficient information is available on the housing needs and aspirations of people from minority faith groups.</p>	<p>In some religious cultures, it is more difficult for a female member of a household to seek her own accommodation. More liaison needs to be undertaken with support groups to assess the effectiveness of the Strategy in terms of assisting people/households from minority religions.</p> <p>An on-going dialogue will be created with representatives of community groups (SARI) who can provide information on the housing needs of minority faith populations.</p> <p>The above actions will be coordinated by the SHS Delivery Plan and given further consideration in the following (among others): SHS District Action Plans and Homefinder Somerset.</p>
Sex (Gender)	Neutral / Positive	<p>- There may be a differential outcome in terms of allocations between genders. However, evidence does not support concerns in this area.</p>	<p>Monitoring information on gender will be collected e.g. through Choice Based lettings.</p> <p>Current allocations have to reflect other legislative requirements</p>

		<ul style="list-style-type: none"> <li>- LGBTX may be subject to discrimination and low-level anti-social behaviour leading to increased fear of crime.</li> <li>- Men are more at risk of rough sleeping.</li> <li>- More women suffer domestic violence.</li> </ul>	<p>that favour parental responsibility being given to the mother, rather than the allocations policy that have an adverse impact due to the applicants' gender.</p> <p>Monitoring of hate crime and subsequent recommendation for action and ensuring this is linked to the allocation of housing through Homefinder and housing options teams.</p> <p>Coordinated interventions between commissioned/non-commissioned domestic abuse services and Registered Providers.</p> <p>The above actions will be coordinated by the SHS Delivery Plan and given further consideration in the following (among others): SHS District Action Plans, Homefinder Somerset, Safer Somerset partnership and the Somerset Homelessness Strategy.</p>
Sexual orientation	Neutral	<p>People who are gay/lesbian may be more vulnerable to homelessness and housing need because of being asked to leave by family or forced to leave their current property because of harassment.</p>	<p>All households who are forced to leave home by families or friends will be provided with appropriate housing advice and assistance. (Homelessness Reduction Act)</p> <p>Districts have policies and procedures in place to deal with harassment. A household suffering from harassment could be awarded priority for the allocation of accommodation under homelessness legislation. (District Action Plan)</p> <p>The above actions will be coordinated by the SHS Delivery Plan and given further consideration in the following (among others): SHS District Action Plans, Homefinder Somerset and the Somerset Homelessness Strategy.</p>

<p>Poverty/ disadvantage/ location <i>(not a protected characteristic)</i></p>	<p>Neutral</p>	<p>Potential adverse impact on low income / unemployed households if homelessness prevention services are inaccessible or standards in low cost private rented housing are driven down.</p>	<p>Target mortgage rescue advice and assistance at low-income households.</p> <p>Target welfare and money management advice at low-income households in social housing.</p> <p>Protect housing conditions and standards in low cost private rented housing by working with landlords. Maintain outreach services through core services and third party providers.</p> <p>Further, the Strategy also seeks to achieve the following:</p> <ul style="list-style-type: none"> <li>- Ensure a co-ordinated approach to combat poor quality or unsuitable homes of any tenure, specifically addressing cold homes, disrepair and accessibility which are usually caused by poverty/ disadvantage.</li> <li>- Adopt an asset-based approach to working with local communities, involving co-production to enable healthy and strong self-supporting communities that are partnered by effective service delivery.</li> <li>- Work as partners to share best practice and consolidate/ improve awareness of benefit changes and what it means for families and individuals to help prevent incidence of debt and rent arrears.</li> </ul> <p>The above actions will be coordinated by the SHS Delivery Plan and given further consideration in the following (among others): SHS District Action Plans, Financial Inclusion Strategy, Homelessness Strategy, Private Sector Housing/Housing Standards Strategies and Somerset Academy.</p>
<p>All Groups or General Comments</p>		<ul style="list-style-type: none"> <li>- Plans for housing schemes for older people may not take into account the need for carers to live permanently or</li> </ul>	<p>Schemes, which are proposed in Action Plans, will incorporate excellent standards of design used by registered social landlords. These will include plans for two-bedroom</p>

intermittently with their dependants.  
 - The housing needs of ex-offenders may not have been taken into account.

accommodation.

An ex-offender's application for assistance under homelessness legislation and the housing register is considered on its own merits. The Homelessness Code of Guidance advises on the factors to consider when deciding whether an ex-offender is entitled to assistance. (Homelessness Reduction Act)

Further, the Strategy also seeks to achieve the following:

- As Local Plans are reviewed, they are to include appropriate policy responses that addresses the demands of changing demographics including specialist needs.
- Communities are supported to develop community led plans (Neighbourhood Plans/ Parish Plans) to help identify community housing needs, sites for future housing and promote inclusive high quality design.

The above actions will be coordinated by the SHS Delivery Plan and given further consideration in the following (among others): SHS District Action Plans, Homelessness Strategy and Homefinder Somerset.

<b>Review</b> (date or timeframe)	Update during the drafting of the Somerset Housing Strategy
Name of person/s completing (and involved in completing) form	Somerset Housing Strategy project team
Date analysis to be completed	27 <sup>th</sup> November 2018
Name (and signature) of	

manager/board member approving	
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DRAFT



## Somerset West and Taunton

### Shadow Executive – 6 December 2018

#### Fees and Charges 2019/20

This matter is the responsibility of the Leader of the Council, Councillor John Williams

Report Author: Andy Stark, Interim Financial Services Manager and Deputy S151 Officer

#### 1. Executive Summary

1.1 This report sets out the proposed fees and charges that are proposed to be applied to services for the first time for the new council for 2019/20. In determination of these fees and charges the following principles have been applied:-

- i) Harmonisation of fees when it has been practical to do so
- ii) Recovery of costs
- iii) Setting of fees in line with statutory guidance

1.2 In the setting of these fees and charges, a pragmatic approach has been taken for the first year of the new council. A detailed review will be undertaken once the new operating model is embedded and fully in place.

#### 2. Recommendations

2.1 Shadow Executive recommends that Shadow Council approves the proposed Fees and Charges for 2019/20.

#### 3. Risk Assessment

##### Risk Matrix

Description	Likelihood	Impact	Overall
Fees and Charges are not set at an appropriate level resulting in costs not being recovered and income targets not achieved	3	4	12
<i>Fees and Charges are reviewed at least annually to ensure they meet statutory and financial requirements in line with the financial strategy of the Council</i>	1	4	4

Risk Scoring Matrix

<b>Likelihood</b>	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
<b>Impact</b>							

<b>Likelihood of risk occurring</b>	<b>Indicator</b>	<b>Description (chance of occurrence)</b>
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

4.1 Like its predecessor Councils, Somerset West and Taunton will charge the public for some services that they use. Some of these charges are set by Central Government.

The services that SWT proposes to charge for and are covered by this report are:

- Bereavement Services
- Waste Services
- Land Charges
- Housing
- Licensing
- Planning
- Environmental Health
- Promotional Rotunda Units
- Deane Helpline
- Freedom of Information Enquiries
- Court Fees (Council Tax and Business Rates)

- Open spaces
- Harbours
- Car Parks

4.2 Fees and charges generate in the region of £12m per annum and provide significant funding support to the provision of those services that are charged for. Charges are set broadly within the framework of the Medium Term Financial Strategy and in accordance with legislative requirements.

4.3 Appended to this report are appendices that contain the detailed proposed charges for each service. These incorporate the same service areas currently charged by Taunton Deane and West Somerset Councils. The appendices include the legislation that allows Somerset West & Taunton Council to charge for the service in question, confirms if the charges can only be what it costs to provide the service or can be another charge, or if the charge is set by Central Government. This will give Councillors reassurance that the charges being proposed are legally set.

## 5. Proposed Increases for 2019/20

5.1 Those services proposing an increase to charges for 2019/20 include:

Cemeteries and Crematorium;  
Waste;  
Housing Services;  
Land Charges;  
Pest Control;  
Deane Helpline;  
Harbours;  
Licensing

5.2 Due to a rebasing of the associated costs, Court Fees are proposed to be reduced for 2019/20.

## 6. Detailed Proposals

6.1 Appended to this report are the detailed proposed charges for each service as outlined below:-

Cemeteries and Crematoria	Appendix A
Waste Services	Appendix B
Land Charges	Appendix C
Housing Services	Appendix D
Licensing	Appendix E
Planning	Appendix F
Environmental Health	Appendix G
Promotional 'Rotunda' units	Appendix H
Deane Helpline	Appendix I
Freedom of Information	Appendix J
Court Fees	Appendix K

Harbours  
Parking  
Open Spaces

Appendix L  
Appendix M  
Appendix N

## 7. Financial Implications

- 7.1 Fees and charges income contributes to the overall costs of running the organisation. The level of fees and charges impact directly on the Council's budget and detailed analysis is required to understand the impact of price increases and decreases on service budgets as a whole. It is important that fee levels comply with statutory requirements and where there are no statutory levels in place, that they are reasonable, affordable and proportionate to the service costs.
- 7.2 In order to set appropriate fees, services will need to analyse trends and understand how fee levels influence their customers. An understanding of risks associated with the fee levels is paramount in setting appropriate levels which will generate a value which can be confidently relied upon for budget setting purposes. Any unforeseen loss of income will impact on the Council's resources and may lead to overspends and affect service delivery.
- 7.3 The overall budgetary impact of the various proposals are summarised below. **Only those services that have changed their fees have been included.** There are decreases for Court Fees and Land Charges. This shows that the changes to Fees & Charges should contribute an additional £64k to the General Fund and £41K to the HRA, compared to initial single Medium Term Financial Plan estimates for the new council.

Service Area	Appendix	GF £000	HRA £000	Total £000
Crematoria and Cemeteries	A	37		37
Waste	B	22		22
Housing Services	D		41	41
Environmental Health-Pest Control	G	4		4
Deane Helpline	H	18		18
Court Fees	K	(17)		(17)
<b>TOTAL</b>		<b>64</b>	<b>41</b>	<b>105</b>

## 8 NOTES ON PARTICULAR FEES

### Crematoria and Cemeteries

- 8.1 The income increase from this is expected to be £57k. The service is proposing to spend £20k on tree planting and inspection and hardstanding repair and replacement to the roads and pathways. (Appendix A)

## **Housing Services**

- 8.2 In accordance with the 30 year Housing Business Plan, it is proposed to increase housing (non-rent) fees and charges by applying Retail Price Index (RPI) inflation as at September 2018 (3.3%), with some exceptions. (Appendix D)

## **Licensing**

- 8.3 Although the fees in some areas have increased any surplus or deficit should be dealt with across a rolling three years such that there is full cost recovery and an overall balanced position. (Appendix E)

## **Promotional Rotunda**

- 8.4 The charges for this discretionary service have been reviewed to ensure that costs are covered and that we are reflecting a “market rate”. With this in mind there is no increase in the charges. (Appendix H)

## **Court Fees**

- 8.5 The Fees in this area have been reviewed following the High Court Case referred to in Appendix K. We have taken the view that a lower charge would be more appropriate for Somerset West and Taunton Council and representative of the costs involved. This will have a negative impact on the MTFP.

## **Deane Helpline**

- 8.6 The proposal is to increase charges to private customers by 2.2% as referred to in Appendix I. The installation charge is increased to £40 from £35. Welfare calls are to be charged at 86p per call. There will be no increase to the charge for HRA tenants. GSM lifeline units will increase by £1.13 per week. A new service package will be introduced to accommodate the standard lifeline provision and a customer’s choice of 2 telecare peripheral at £8.50per week.

## **9 Links to Corporate Aims / Priorities**

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

## **10 Finance / Resource Implications**

- 10.1 Contained within the body of the report

## **11. Legal Comments**

- 11.1 The legislation that allows Somerset West and Taunton Council to charge are included within the appendices.

## **12 Environmental Impact Implications**

12.1 None for the purpose of this report.

**13 Safeguarding and/or Community Safety Implications**

13.1 None for the purpose of this report.

**14 Equality and Diversity Implications**

14.1 Attached as appropriate.

**15 Social Value Implications**

15.1 None for the purpose of this report.

**16 Partnership Implications**

16.1 None for the purpose of this report.

**17 Health and Wellbeing Implications**

17.1 None for the purpose of this report

**18 Asset Management Implications**

18.1 None for the purpose of this report.

**19 Consultation Implications**

19.1 None for the purpose of this report.

**Democratic Path:**

- **Shadow Scrutiny – Yes**
- **Shadow Executive – Yes**
- **Shadow Full Council – Yes**

**Reporting Frequency: Annually**

**List of Appendices**

Appendix A	Cemeteries and Crematorium
Appendix B	Waste Services

Appendix C	Land Charges
Appendix D	Housing Services
Appendix E Appendix E1	Licensing
Appendix F Appendix F1	Planning
Appendix G	Environmental Health
Appendix H	Promotional 'Rotunda' units
Appendix I	Deane Helpline
Appendix J	Freedom Of Information
Appendix K	Court Fees
Appendix L	Parking
Appendix M	Harbours
Appendix N	Open Spaces

### Contact Officers

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## Appendix A

### Somerset West and Taunton Council – Cemeteries and Crematoria Fees and Charges 2019-20

This report sets out the proposed table of fees and other charges, the payment of which may be demanded under Section 9 of the Cremation Act 1902, by Somerset West and Taunton Council for the cremation of human remains.

Within the report there are new opportunities offered giving greater choice and enhancements to the services provided. Where there is no fee indicated in the current year this would mean it is a new fee or enhanced service.

The increased income from the changes proposed is anticipated to be £57,000 pa. It is important to remember that this is a demand lead service so subject to fluctuations in demand. This report also identifies a budget pressure for Tree maintenance and hardstanding repairs and replacement for paths and throughout the 5 cemeteries. This is essential maintenance work that is required to keep the Cemeteries a safe environment for visitors, employees and contractors.

Where there were fees placed for new offerings in the 2018-19 table these have been left unchanged as to grow these options, also the choices have been offered late in the year due to the areas being landscaped.

A new cremation fee is proposed to combat funeral poverty, this will only be available once a day at 8.00am. Many crematoria are now providing such an option for unattended early morning provision, by only offering a once a day provision it offers the service control around amounts of these services taking place. The bereavement service has had a number of requests to introduce such a provision by the funeral directors who use us. This should increase business as this is an area of the market Taunton has not tested.

<b>Description</b>	<b>Income pa</b>
Income from new fees if approved	(£57,000)
Tree and plant inspection, replacement and remedial works	£10,000
Hardstanding repair and replacement to cemeteries roads and pathways	£10,000
Enhanced contribution to MTFP	<b>(£37,000)</b>

This report identifies that a further contribution of £37,000 will be made by the service to MTFP.

## Appendix A

**2018/19      2019/20**

### **Cremation**

(i) of the body of a child whose age at the time of death did not exceed sixteen years;	No Fee	No Fee
(ii) of the body of a person whose age at the time of death exceed sixteen years (chapel time 10.00am onwards)	£762.00	£795.00
(iii) Early Chapel time (9.00am or 9.30am)	£710.00	£745.00
(iv) Cremation Delivery Fee (8.30am - 8.45am)	£650.00	£675.00
(v) Cremation Early Delivery Fee (8.00am) <i>Non attended, one booking per working day</i>		£550.00
(vi) Additional Fee for Chapel Service from 4.30pm	£50.00	£51.00
(vii) Use of Chapel for Additional Service Time	£186.00	£191.00
(viii) Saturday Fee Additonal to Cremation Fee	£320.00	£333.00
(ix) Chapel Attendant Pall-Baring Fee	£26.00	£35.00
(x) use of chapel outside normal working hours non funeral function per hour.		£360.00

**NOTE:-** The Cremation Fee includes:-  
 Use of Chapel, Waiting Room etc.  
 Services of Chapel Attendant  
 Medical Referee's fee  
 Interment of Cremated Remains in Garden of Rest (unwitnessed)  
 Certificate for Burial of Cremated Remains  
 Provision of Transport Container  
 Obitus Music System

### **Urns**

Supply of Scattering Tube or Casket from	£16/36.00	£18/40.00
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### **Cremated Remains**

(i) Temporary Deposit of Cremated Remains:		
First Month	£28.00	£29.00
Each Subsequent Month	£33.00	£34.00

## Appendix A

(ii) Collection of Cremated Remains on a Saturday (when available)	£74.00	£76.00
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### **Memorials**

#### **(i) Inscription into the Book of Memory**

Two Line Inscription	£67.00	£69.00
Five Line Inscription	£88.00	£90.00
Eight Line Inscription	£124.00	£127.00
Flower (with Five or Eight Line Inscription ONLY)	£62.00	£64.00
Badge, Coat of Arms etc (with Five or Eight Line Inscription ONLY)	£84.00	£86.00

#### **Inscription into the Children's Book of Memory**

Two Line Inscription		£15.00
Five Line Inscription		£30.00
Eight Line Inscription		£50.00
Picture		£20.00

#### **(ii) Memorial Cards**

Two Line Inscription	£35.00	£36.00
Five Line Inscription	£43.00	£44.00
Eight Line Inscription	£46.00	£47.00
Flower (with Five or Eight Line Inscription ONLY)	£62.00	£64.00
Badge, Coat of Arms etc (with Five or Eight Line Inscription ONLY)	£84.00	£86.00

#### **(iii) Miniature Books**

Two Line Inscription	£66.00	£68.00
Five Line Inscription	£82.00	£84.00
Eight Line Inscription	£87.00	£89.00
Flower (with Five or Eight Line Inscription ONLY)	£62.00	£64.00
Badge, Coat of Arms etc (with Five or Eight Line Inscription ONLY)	£84.00	£86.00
Subsequent inscriptions per line	£26.00	£27.00

#### **(iv) Leather Recordia Panels**

Single Panel for 15 years	£230.00	£230.00
Extension of lease per 5 years	£40.00	£40.00
Double Panel	£400.00	£400.00
Extension of lease for Double Panel per 5 years	£70.00	£70.00

#### **(iv) Cornish Granite Tablet for 10 year period**

Standard Memorial Tablet	£438.00	£449.00
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## Appendix A

Memorial Tablet with Vase	£515.00	£528.00
Provision of Flower Container in Existing Tablet	£74.00	£76.00
Cost of Renewal for 10 year period	£237.00	£243.00
Cost of Renewal for 5 year period	£124.00	£127.00
Cost of Renewal for 3 year period	£77.00	£79.00
Cost of Renewal for 1 year period	£28.00	£29.00
 Additional Letter/Number	 £4.00	 £4.00
 <b>(v) Memorial Plaque for 5 year period</b>	 £314.00	 £322.00
Cost of Renewal for 5 year period	£165.00	£169.00
Cost of Renewal for 3 year period	£108.00	£111.00
Cost of Renewal for 1 year period	£39.00	£40.00
 <b>(v) Children's Garden (all for 18 year period)</b>		
Baby Cast Metal Wall Memorial Plaque	£103.00	£103.00
To the Moon & Back, Rainbow & Butterfly Plaque	£210.00	£210.00
Pedestal Granite Plaque	£140.00	£140.00
Ellie Elephant Colombarium	£260.00	£260.00
Boulder Plaques	£270.00	£270.00
Mushroom Granite Plaques	£175.00	£175.00
<i>Cost of Renewal 50% of Current Fee</i>		
 <b>(vii) Garden of Remembrance Posy Plaque - 15 year Scheme</b>		
Plaque with Text Only	£280.00	£280.00
Plaque with Text & Motif	£310.00	£310.00
Plaque with Photo	£360.00	£360.00
Extension of Lease per 5 years	£40.00	£40.00
 <b>(viii) Granite Plaque with Rose for 15 years</b>		
Plaque with Text Only	£500.00	£500.00
Plaque with Text & Motif	£530.00	£530.00
Plaque with Photo	£565.00	£565.00
Extension of Lease per 5 years	£75.00	£75.00
 <b>(ix) Granite Bench Plaque for 20 years</b>		
Plaque with Text Only	£425.00	£425.00
Plaque with Text & Motif	£455.00	£455.00
Plaque with Photo	£490.00	£490.00
Extension of Lease per 5 years	£75.00	£75.00
 <b>(x) Vase Holder Plaque for 15 years</b>		
Plaque with Text Only	£380.00	£380.00
Plaque with Text & Motif	£410.00	£410.00
Plaque with Photo	£460.00	£460.00

## Appendix A

Extension of Lease per 5 years	£75.00	£75.00
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**(xi) Woodland Memorial Boardwalk for 10 years**

Engraved Inscription on Memorial Tread of Boardwalk	£200.00	£200.00
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**(xii) Crematorium Memorial Walkway**

Sanctum Above Ground Vault for 75 years	£1,150.00	£1,150.00
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Double Heart Interment Plot for 75 years	£1,040.00	£1,040.00
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Open Book Interment Plot for 75 years	£830.00	£830.00
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Sanctum Columbarium for 75 years	£910.00	£910.00
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Barbican Remembrance Plaque for 15 years	£380.00	£380.00
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Double leaf Above Ground Vault for 75 years	£1150.00	£1150.00
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Single Leaf Above Ground Vault for 75 years	£815.00	£815.00
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**Other Fees & Charges**

(i) Certified Extract from Register of Cremations	£24.00	£25.00
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**(ii) Obitus Music System**

Provision of Audio Recording	£46.00	£47.00
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Provision of DVD	£62.00	£64.00
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Webcast of Service Live	£67.00	£69.00
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Webcast of Service Live and watch again for 28 days		£75.00
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Provision of Webcast & DVD	£89.00	£91.00
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**Visual Tributes**

1 - 25 photos Simple Slideshow	£48.00	£49.00
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26 - 50 photos Simple Slideshow	£80.00	£82.00
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1 - 25 photos Professional Slideshow		£82.00
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26 - 50 photos Professional Slideshow		£100.00
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Additional Fee to Include Video	£30.00	£32.00
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Additional Copies of Memory Stick	£18.50	£25.00
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Additional Copies of CD	£15.50	£25.00
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Table of fees and other charges fixed by Taunton Deane Borough Council for and in connection with burials in Taunton Deane, St Mary's, St James' and Wellington Cemeteries.

**Interments**

The fees indicated for the various heads of this part include the digging of the grave but do not include the walling of a vault or walled grave.

**For an Interment in an Earthen Grave**

(i) for the body of a child up to the age of 16 years	No Fee	No Fee
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## Appendix A

(ii) for the body of a person whose age exceeds 16 years at SINGLE depth	£630.00	£680.00
at DOUBLE depth	£750.00	£800.00
at TREBLE depth	£850.00	£900.00
<i>Additional Charge for Saturday Burial</i>	£320.00	£328.00

### For an Interment of Cremated Remains

(i) to witness interment in Garden of Rest when cremation has taken place at Taunton Deane Crematorium	£43.00	£44.00
(ii) in any grave in respect of which an exclusive right of burial has been granted	£154.00	£158.00
(iii) Additional fee for Saturday interment in a grave	£64.00	£66.00
(iv) to witness an interment in Garden of rest at weekends	£64.00	£66.00
(v) in the Garden of Remembrance where cremation has not taken place at Taunton Deane Crematorium	£74.00	£76.00
Additional Fee for Burial within 48 Hours	£340.00	£349.00

### Exclusive Rights of Burial in Earthen Graves

#### Taunton Deane Cemetery

For the Exclusive Right of Burial in an Earthen Grave;

(i) Full Grave for 75 years	£980.00	£1,005.00
Full Grave for 99 years	£1,100.00	£1,128.00
(ii) Cremated Remains Grave for 75 years	£715.00	£733.00
Cremated Remains Grave for 99 years	£815.00	£835.00

**NOTE –** All graves will have the memorial fee included at the time of grave purchase but does not include kerb memorials or over 36” for high memorials.

#### Wellington Cemetery

For the Exclusive Right of Burial in an Earthen Grave;

(i) Full Grave for 75 years	£990.00	£1,015.00
Full Grave for 99 years	£1,100.00	£1,128.00
(ii) Cremated Remains Grave for 75 years	£715.00	£733.00
Cremated Remains Grave for 99 years	£815.00	£835.00

#### St Marys Cemetery

For the Exclusive Right of Burial in an Earthen Grave;

(i) Full Grave for 75 years	£990.00	£1,015.00
Full Grave for 99 years	£1,100.00	£1,128.00
Additional Fee for Pre-Purchasing Graves	£110.00	£113.00

## Appendix A

### Memorials & Inscriptions

For the right to erect or place on a grave or vault in respect of which an exclusive right of burial has been granted

In any "Traditional" Section;

(i) a Flat Stone, Kerbstone or any other form of Memorial	£206.00	£211.00
(ii) a Headstone up to 36" or Cross with Base, Bases or Tablet	£196.00	£201.00
(iii) an Inscribed Stone Vase	£72.00	£74.00

In any "Lawn" Section

(i) a Headstone	£196.00	£201.00
Additional Fee for a Headstone over 36" but under 54"	£196.00	£201.00
(ii) an Inscribed Stone Vase	£72.00	£74.00

Cremated Remains Tablet	£185.00	£201.00
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Each Removal of Memorial for Additional Inscriptions	£72.00	£74.00
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### Other Fees & Charges

Certified Extract from the Register of Burials	£26.00	£27.00
Burial Service in Crematorium Chapel	£185.00	£190.00
Register Search	£26.00	£27.00
Transfer of Exclusive Rights of Burial	£30.00	£31.00
Refurbish wooden bench and plaque		£72.00
Lifting and levelling plaques and Headstones		£60.00
Turfing grave (one off) Includes levelling and new turfs		£40.00
Grave maintenance Grass to grave space cut weekly and memorial washed twice a year, price per year		£100.00
Maintenance work costs for additional works unspecified within fees table		£35.00 per hour
		From £3000.00 depending on depth
Exhumation of a full interment		depth
Exhumation of Cremated Remains		£180.00





## Appendix B

### Somerset West and Taunton - Fees and Charges 2019/20

#### Waste Services – Somerset Waste Partnership

This paper relates to the optional elements of the waste service provided by Somerset West and Taunton through the Somerset Waste Partnership.

Traditionally all partners try and set their fees in a universal fashion, the Senior Management Group of Somerset Waste Partnership and the Partnership Board have considered the cost increases proposed and believe that this still represents a good value for money service for those that chose to use it. Customers continue to have a choice over who supplies these waste removal services as there is no requirement on them to purchase this from SWP.

The increases proposed are based on the inflationary rate set within the collection contract with Kier, for 2019/20 this is expected to be an average of 3.7% for the overall contract with some collection services having slightly higher or lower increases.

Extra consideration was given to those customers who cannot store a green bin, they are already paying more by volume for the waste due to the price and capacity of the bags. Customers that use bags are also disadvantaged due to the taxation rules.

#### Legal Authority

- These are discretionary services leaving customers with choice.
- The charge for this service is set locally by each of the partners.
- There is no requirement for this to be a 'cost recovery only' and a 'reasonable charge can be made' however the proposal continues to have an element of subsidy in the admin and bin costs.

#### Charges

- Green waste bins and bulky items are classified as non-business for VAT purposes and as such no vat is payable on these services. The green waste sacks are standard rated (currently 20%) which is included in the price shown below.
- Asbestos collection charges cover a maximum of 16 full sheets or 1 tonne of material.

## Appendix B

- The table below is consistent with the other Somerset districts proposed pricing.

	Current £ (2018/19)	Proposed £ (2019/20)
Green Waste Bins	55.40	56.90
Green Waste Sacks x10	27.40	28.40
3 x bulky items	43.00	44.50
Subsequent items	11.90	12.30
Black bin replacements	25.80	26.70
Asbestos collections	235.10	243.60

### Discounts

There are no discounts provided through this service but there remains a subsidy to the public for the elements of administration and provision of bins (for green waste only).

### Budget Impacts

Any price increase has the potential to have an effect on the number of users of the service, however this is an area that has been expanding in its user numbers over the years. Increased customer numbers coupled with a cost neutral pricing strategy have meant that the subsidy provided by the council is relatively small.

It is not considered good practice to charge for the green waste bin as this may detract new or existing users, this waste would then likely find its way into the residual waste stream increasing the overall costs of the collection contract.

The price increases will allow for the service to continue on cost neutral basis in terms of the contract price paid to Kier, there remains a service subsidy in the bin costs, administration and postage associated with the respective services.

The proposed increase will not alter the net position on waste services as the increased charges are matched by the increasing costs of provision.

### Equality Impact Assessment

Please see attached Equality Impact Assessment form.

### Recommendation

Scrutiny is invited to make comments upon the proposed fees and charges for inclusion in the report to Executive.

**END**

**Chris Hall**  
**Localities Manager**

## Appendix C

### Somerset West and Taunton Council Fees and Charges 2019-20

#### Local Land Charges

##### Background

Local Land Charges is a fee earning, self-financing service that operates on a rolling three-year cost recovery basis.

Under the Local Land Charges Act 1975 ('the Act'), each registering authority is responsible for keeping a register of local land charges for its area and an index in which the entries can be readily traced. In addition, also hold other information on a number of matters of importance to purchasers of property: eg road schemes; the property's planning history; Tree Preservation Orders; Compulsory Purchase Orders; and various notices which affect the property.

##### Legal Authority

The Local Authorities (England) (Charges for Property Searches) Regulations 2008 make provision authorising local authorities in England and Wales to set their own charges in a scheme, based on full cost recovery, for carrying out their main Local Land Search functions. The principles of the charges regulations require authorities to ensure that the price charged is an accurate reflection of the costs of carrying out the Local Land Charge function and not for creating surplus.

Regulations 4, 5 and 7 allow a local authority to make a charge for granting access to property records or answering enquiries about a property; or if it makes or proposes an internal recharge. Exceptions apply where it may or must impose a charge apart from these regulations or in respect of access to free statutory information (eg public registers; Environmental Information Regulations).

Regulation 6 explains how the charges must be calculated. These must be no more than the cost to the local authority of granting access to the records and must be calculated by dividing a reasonable estimate of the total costs by a reasonable estimate of the number of request for access likely to be received. A local authority must take all reasonable steps to ensure that over the period of any three consecutive financial years the total income...does not exceed the total costs for granting access to property records. Where...a local authority makes an overestimate or underestimate of the unit charge for the financial year, it must take this into account in determining the unit charge for the following financial year.

Regulation 9 relates to transparency in setting of charges and stipulates that during each financial year, a local authority must publish a statement setting out the estimates the local authority has made (estimates of total costs and estimates of numbers of requests) in respect of the unit charge for the following financial year; the basis for these estimates and the amount of the unit charge.

## Appendix C

*These are set out below under charges.*

### Charges

Land charge fees were changed in July 2016 due to changes in national regulations and changes in the fee charged by the County Council and Building Control. Full explanation is set out in the Weekly Bulletin

<http://oneteam/sites/services/cbo/Weekly%20Bulletin/JUNE092016.pdf>

Since then, a full costs exercise has been undertaken to underpin the fee setting process and to comply with legislation. It is proposed to set the full search fee at £98 for the new Council. This is a reduction of £1 on the West Somerset fee for the previous financial year and is a small increase of £5 on Taunton Deane's previous fee.

### Local Land Charge Searches and Enquiries

Full search	£98
Statutory search fee on form LLC1	£9
Each additional parcel of land	£10
Optional enquiries	
Each printed enquiry	£7
Solicitor's own enquiry	£10
Highway authority charge (SCC)	£16
*charged as inclusive within full search fee	
Personal search fee	No charge
Environmental Information Regulations	No charge

### Discounts

No discounts are available for this service.

### Budget impacts

Estimated total costs of service - £ 330,291

Estimated number of requests – 3435

- Based on average number of searches received across three years
- 2015/16 – 3364
- 2016/17 – 3499
- 2017/18 - 3443

## Appendix C

Therefore estimate is  $3364+3499+3443= 10306$  divided by 3 = 3435

The unit charge is comprised of the cost of administering the service, plus the cost of paying Somerset County Council for their elements, plus additional costs such as software.

Estimated total income is £337,434, giving a small over recovery of £7,144. Due to the fact that this is a new charge, it is appropriate to aim for full cost recovery in the coming financial year. Estimated cost recovery is 102%, thereby leaving a small margin of error for the new costs calculation. As it would be unlawful to budget for a profit, it should be stated here that any over (or under) recovery would be reflected in future fees iterations to ensure full cost recovery for the Council aligned with best value for the customer.

The full basis of the estimate of costs is held with the Land Charges Manager and is available on request.

Budgets have been set to achieve full cost recovery for administering the service.

### **Equality Impact Assessment**

There are no changes to the charging policy which remains based on full cost recovery and therefore no Equality Impact Assessment is required.



## Appendix D

# Somerset West and Taunton Borough Council Fees and Charges 2019/20

## Housing Service Charges and Rent Charges

### Background

Housing Service Charges are charges made to housing tenants for the services that they use. Service Charges are set locally each year and are in addition to the Rent Charges which are set by government policy. This paper will cover changes to service charges and rent charges for 2019/20. We will deal with both in one paper as government policy on rent reduction is determined now for 2019/20 (usually rent is determined later in the year and papers are separately presented to committees).

### Legal Authority

It is proposed to increase Housing (non-rent) Fees and Service Charges by applying Retail Price Index (RPI) inflation as at September 2018. This is in accordance with the 30 year Housing Business Plan. The September 2018 RPI figure is 3.3% as published by the Office for National Statistics on the 17<sup>th</sup> October 2018.

The following are exceptions to the rule that service charges are uplifted by September 2018 RPI:

- ❖ Charges for properties not on mains sewer will be increased in line with Wessex Water increases for 2019/20 once known. Wessex Water rates for sewer standing charge per annum and poundage charges are used in the system calculation. In 2018/19 these are £7 unmetered sewerage standing charge and £1.6089 poundage charge. Wessex Water will publish new charges in February 2019 (available from their website) for 2019/20.
- ❖ It is proposed that licence fee charges for Temporary Accommodation properties are kept at the same level as TDBC and applied across new council area during 2019/20.
- ❖ For clarity, separate to the licence fee, the temporary Accommodation Units do attract service charges. The service charges will be increased by RPI in line with other properties. Although the licence fee remains as 2018/19.
- ❖ Feedback during 2017/18 report to TDBC was that tenants preferred charges to be rounded to whole numbers. Charges for guest rooms and meeting halls have therefore had RPI applied and been rounded. Guest rooms rounded to nearest 50p and meeting halls to nearest 10p.
- ❖ Due to the timing of the uplift and roll-out of the scheme, Shared Ownership or affordable rented properties will not be included for 2019/20. Any properties which are available to rent prior to April 2019 will remain on the same rent level during financial year 2019/20.

## Appendix D

### Social Housing Rent 2019-20

It is proposed that in accordance with the Welfare Reform and Work Act 2016 Social Rent Reduction, council housing Rent Charges will be decreased by 1% for 2019/20, and is the fourth and final 'relevant' year registered providers of social housing must reduce the total rent payable by a tenant. For social rent properties, the reduction applies only to the rent element and not the Service Charges.

The following are exceptions to the rule for the 1% decrease Rent Charge:

- ❖ Shared ownership homes
- ❖ Temporary accommodation

Local Authorities have certain limited freedoms to charge for discretionary services under the Local Government Act 2003.

Contractually and through section 10 of the Housing Act 1985 (as amended by Local Government & Housing Act 1989) Taunton Deane Borough Council are permitted to make the charges detailed below.



## Appendix D

### Charges

- Displayed below is the table of fees and charges, comparing 2018/19 to 2019/20 indicative prices (RPI of 3.3% has been applied).

<b>Housing Service Charges</b>	<b>Actual 2018/19</b>	<b>% increase</b>	<b>Estimated 2019/20</b>
<b>Service Charges (VAT not applicable) – Per Week</b>			
Communal areas	£0.63	RPI	£0.65
Grounds maintenance	£1.84	RPI	£1.90
Heating charge (Broomfield House only)	£5.06	RPI	£5.23
Laundry charge (Broomfield House only)	£1.54	RPI	£1.59
<b>Combined Service Charges (VAT not applicable) – Per Week</b>			
Sheltered Housing	£11.58	RPI	£11.96
Extra Care Housing Service Charge	£21.72	RPI	£22.44
<b>Garage Rents - Per Week</b>			
Council tenants (VAT not applicable)	£6.17	RPI	£6.37
Private tenants and Owner Occupiers (exc. VAT)	£8.33	RPI	£8.60
Private tenants and Owner Occupiers (inc. VAT)	£10.00	RPI	£10.32
<b>Hire Charges for Sheltered Scheme Meeting Halls (ex VAT)</b>			
First hour	£10.40	RPI	£10.80
Each half hour thereafter	£5.20	RPI	£5.40
6 hours plus	£62.30	RPI	£64.40
Total charge for residents in a scheme and community organisations	£14.30	RPI	£14.80
<b>Hire Charges for Sheltered Scheme Guest Rooms (ex VAT) Taunfried, Middleway, Hope Corner Lane, Kilkenny and Lodge</b>			
No. of nights per person -1 <sup>st</sup> night per person per night	£21.00	RPI	£22.00
No. of nights per person -2	£31.00	RPI	£32.00
No. of nights per person -3	£41.50	RPI	£43.00
No. of nights per person -4	£52.00	RPI	£54.00
No. of nights per person -5	£62.00	RPI	£64.00
No. of nights per person -6	£73.00	RPI	£75.50
No. of nights per person -7	£83.00	RPI	£86.00

## Appendix D

<b>Temporary Accommodation (rent per day, VAT not applicable)</b>	<b>Daily Licence Fee &amp; Service Charge 2018/19</b>	<b>Gross Licence Fee Per Day 2018/19</b>	<b>Daily Service Charge 2019/20</b>	<b>Gross Charge Per Day 2019/20</b>
40 Humphreys Road (2 bedroom)	£0.97	£17.28	£1.00	£17.31
1 Gay Street (2 bedroom)	£0.97	£17.28	£1.00	£17.31
10 Duke Street (3 bedroom)	£1.22	£20.50	£1.26	£20.54
<b>Outer Circle</b>				
96 Outer Circle (2 bedroom)	£0.97	£17.28	£1.00	£17.31
113 (studio)	£0.73	£13.78	£0.75	£13.80
113a (studio)	£0.73	£13.78	£0.75	£13.80
115 (3 bedroom)	£1.22	£20.50	£1.26	£20.54
115a (3 bedroom)	£1.22	£20.50	£1.26	£20.54
119 (studio)	£0.73	£13.78	£0.75	£13.80
119a (studio)	£0.73	£13.78	£0.75	£13.80
<b>Snedden Grove</b>				
Unit 1 (2 bedroom)	£0.97	£17.28	£1.00	£17.31
Unit 2 (2 bedroom)	£0.97	£17.28	£1.00	£17.31
Unit 3 (2 bedroom)	£0.97	£17.28	£1.00	£17.31
Unit 4 (3 bedroom)	£1.22	£20.50	£1.26	£20.54
Unit 5 (3 bedroom)	£1.22	£20.50	£1.26	£20.54
Unit 6 (2 bedroom)	£0.97	£17.28	£1.00	£17.31
Unit 7 (3 bedroom)	£1.22	£20.50	£1.26	£20.54
Unit 8 (2 bedroom)	£0.97	£17.28	£1.00	£17.31
<b>Wheatley Crescent (4 studios)</b>				
30 (1 bedroom)	£0.73	£13.78	£0.75	£13.80
32 (1 bedroom)	£0.73	£13.78	£0.75	£13.80
34 (1 bedroom)	£0.73	£13.78	£0.75	£13.80
36 (1 bedroom)	£0.73	£13.78	£0.75	£13.80

## Appendix D

<b>Howard Road (Magna)</b>				
43a (1 bedroom)	N/a	£13.05	N/a	£13.05
43b (1 bedroom)	N/a	£13.05	N/a	£13.05
43c (1 bedroom)	N/a	£13.05	N/a	£13.05
43d (1 bedroom)	N/a	£13.05	N/a	£13.05

### Discounts

Discounts do not apply to service charges.

## **Appendix D**

### **Budget Impacts**

In accordance with the 30 year Housing Business Plan, it is proposed to increase Housing (non rent) Fees and Charges by applying Retail Price Index (RPI) inflation as at September 2018 (3.3%) with the following exceptions:

- Water rates and non mains sewerage rates
- Temporary accommodation licence fee
- Guest rooms will be increased by RPI and rounded to the nearest 50p and meeting halls will be increased by RPI and rounded to the nearest 10p
- Shared ownership and affordable rents

The change in service charges will increase income by an estimated £41k to £1.300m. The 1% reduction in social rent (across all categories of provision) will reduce rental income by an estimated £241k (£24.141m to £23.9m).

### **Equality Impact Assessment**

An Equality Impact Assessment form has been completed and Housing Services will continue to provide a number of initiatives to enable service users to manage their finances and maximise their income.

### **Recommendation**

Tenant Services Management Board commented on the proposed fees during their meeting 29<sup>th</sup> October 2018.

## Appendix E

### Somerset West and Taunton Council Fees and Charges 2019/20

#### Licensing

##### Background

The Licensing Service offers advice, processes applications, monitors compliance and undertakes enforcement action across a number of different regimes;

- Animal Welfare (animal boarding, dog breeding, dangerous wild animals, zoos, pet shops, hiring of horses and keeping or training of animals for exhibition)
- Caravan Sites
- Charitable Collections (street & house to house Collections)
- Gambling Act 2005
- Licensing Act 2003
- Highways Act 1980 (s115E permissions)
- Scrap Metal Dealers Act 2013
- Sex Establishments (shops, cinemas and sexual entertainment venues)
- Skin Piercing
- Street Parties
- Street Trading
- Taxis (vehicles, drivers & operators)

Where legislation allows for cost recovery, fees are levied against the administration of the regime and the supervision of licences issued.

These fees are calculated from a combination of four elements.

Application Processing      Time taken to process application from initial enquiry to issue of the decision

Consumables                      The cost of specialist materials specific to the licence type

Administration                 Time allocated to maintenance of the regime

Monitoring Compliance      Time allocated to supervision of the regime

Each element is split down into a series of activities against which a time allocation is given and the appropriate proportion of an hourly rate (constructed from salary costs and non salary on costs for all officers involved in the process) is then applied and totalled to give an overall cost.

In accordance with case law and the Provision of Services Regulations no fee is levied in respect of enforcement action against unauthorised activities, with the exception of licences issued under the The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018, where section 13(d) allows the local authority to include within its fees 'the reasonable anticipated costs of enforcement in relation to any licensable activity of an unlicensed operator'.

Figures calculated for the 2019/20 fee setting are part of an ongoing process towards achieving full cost recovery. The figures have been further refined over the previous year and these figures offer a reasonable position in respect of the costs incurred in the uninterrupted processing of applications.

### **Legal Authority**

Powers to levy fees and limitations on the extent of activities that can be charged for are provided through the following statutes and case law.

#### Animal Licensing

The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

S13(1) A local authority may charge such fees as it considers necessary for—

(a) the consideration of an application for the grant, renewal or variation of a licence including any inspection relating to that consideration, and for the grant, renewal or variation,

(b) the reasonable anticipated costs of consideration of a licence holder's compliance with these Regulations and the licence conditions to which the licence holder is subject in circumstances other than those described in subparagraph (a) including any inspection relating to that consideration,

(c) the reasonable anticipated costs of enforcement in relation to any licensable activity of an unlicensed operator, and

(d) the reasonable anticipated costs of compliance with regulation 29.

(2) The fee charged for the consideration of an application for the grant, renewal or variation of a licence and for any inspection relating to that consideration must not exceed the reasonable costs of that consideration and related inspection.

Dangerous Wild Animals Act 1976

s1(2)(e) is accompanied by such fee as the authority may stipulate (being a fee which is in the authority's opinion sufficient to meet the direct and indirect costs which it may incur as a result of the application

Zoo Licensing Act 1981

"s15

(1) Subject to this section, the local authority may charge such reasonable fees as they may determine in respect of —

(a) applications for the grant, renewal or transfer of licences;

(b) the grant, renewal, alteration or transfer of licences;

(2) Any fee charged under paragraph (a) of subsection (1) in respect of an application shall be treated as paid on account of the fee charged under paragraph (b) on the grant, renewal or transfer applied for.

(2A) Subject to this section, the authority may charge to the operator of the zoo such sums as they may determine in respect of reasonable expenses incurred by them—

- (a) in connection with inspections in accordance with section 9A and under sections 10 to 12;
- (b) in connection with the exercise of their powers to make directions under this Act;
- (c) in the exercise of their function under section 16E(4) of supervising the implementation of plans prepared under section 16E(2); and
- (d) in connection with the exercise of their function under section 16E(7) or (8).

(2B) The authority's charge under subsection (2A)(d) shall take into account any sums that have been, or will fall to be, deducted by them from a payment under section 16F(7) in respect of their costs.

(3) In respect of any fee or other sum charged under this section, the local authority may, if so requested by the operator, accept payment by instalments.

(4) Any fee or other charge payable under this section by any person shall be recoverable by the local authority as a debt due from him to them.

(5) The local authority shall secure that the amount of all the fees and other sums charged by them under this section in a year is sufficient to cover the reasonable expenditure incurred by the authority in the year by virtue of this Act.

### Caravan Sites

Power to levy a fee - Came into force April 2014

Caravan Sites & Control of Development Act 1960 as amended by the Mobile Homes Act 2013 s1

s.3(2A) A local authority in England may require a relevant protected site application in respect of land in their area to be accompanied by a fee fixed by the authority

s3 (5A) (1) A local authority in England who have issued a site licence in respect of a relevant protected site in their area may require the licence holder to pay an annual fee fixed by the local authority

### Charitable Collections

There is no power to levy a fee for a charitable collection

### Gambling Act 2005

Gambling Act 2005

Various Regulations

Maximum fees are set centrally by the Government. Local discretion can be exercised over fees or levels of cost recovery up to the maximum permitted fee.

### Licensing Act 2003

Licensing Act 2003 s55, 92, 100(7)(b), 110(3), 133(2) and 178(1)(b)

SI 2005 No79 The Licensing Act 2003 (Fees Regulations) 2005

Fees are set centrally by the Government and currently there is no local discretion over fees or levels of cost recovery.

#### Scrap Metal Dealers

Scrap Metal Dealers Act 2013 Schedule 1 s6

(1) An application must be accompanied by a fee set by the authority.

(2) In setting a fee under this paragraph, the authority must have regard to any guidance issued from time to time by the Secretary of State with the approval of the Treasury.

#### s115E Licensing Fee Construction Overview

Highways Act 1980

s115F

3(c) "in any other case, such charges as will reimburse the council their reasonable expenses in connection with granting the permission."

#### Sex Establishments

Adoption of Schedule 3 under Part II of the Local Government (Miscellaneous Provisions) Act (LG(MPA)) 1982

Schedule 3

s19 An applicant for the grant, renewal or transfer of a licence under this Schedule shall pay a reasonable fee determined by the appropriate authority.

#### Skin Piercing

Adoption of Part VIII of the LG(MPA) 1982

Acupuncture – LG(MPA) 1982 s14(6)

"A local authority may charge such reasonable fees as they may determine for registration under this section."

Tattooing, ear-piercing and electrolysis – LG(MPA) 1982 s15(6)

"A local authority may charge such reasonable fees as they may determine for registration under this section."

#### Street Parties

No Power to levy a fee

There is no power to levy a fee for a road closure made under s21 of the Town Police Causes Act 1847

#### Street Trading Consents

Adoption of Schedule 4 the LG(MPA)1982

S.9(1) A district council may charge such fees as they consider reasonable for the grant or renewal of a street trading licence or a street trading consent.

s.9(2) A council may determine different fees for different types of licence or consent and, in particular, but without prejudice to the generality of this sub paragraph, may determine fees differing according -

(a) to the duration of the licence or consent:

(b) to the street in which it authorises trading; and

(c) to the descriptions of articles in which the holder is authorised to trade.



## Taxis

### Drivers Licence Fees – LG(MPA) 1976 s53(2)

“Notwithstanding the provisions of the Act of 1847, a district council may demand and recover for the grant to any person of a licence to drive a hackney carriage, or a private hire vehicle, as the case may be, such a fee as they consider reasonable with a view to recovering the costs of issue and administration and may remit the whole or part of the fee in respect of a private hire vehicle in any case in which they think it appropriate to do so.”

### Vehicles & operators' licences – LG(MPA)1976 s70(1)

Subject to the provisions of subsection (2) of this section, a district council may charge such fees for the grant of vehicle and operators' licences as may be resolved by them from time to time and as may be sufficient in the aggregate to cover in whole or in part—

- (a) the reasonable cost of the carrying out by or on behalf of the district council of inspections of hackney carriages and private hire vehicles for the purpose of determining whether any such licence should be granted or renewed;
- (b) the reasonable cost of providing hackney carriage stands; and
- (c) any reasonable administrative or other costs in connection with the foregoing and with the control and supervision of hackney carriages and private hire vehicles.

## All fees

R v Manchester City Council, ex p King (1991) –

The cost of the licence has to be related to the cost of the licensing scheme itself.

## All Fees with the exception of Taxis

Provision of Services Regulations 2009 s18(4) - Any charges provided for by a competent authority which applicants may incur under an authorisation scheme must be reasonable and proportionate to the cost of the procedures and formalities under the scheme and must not exceed the cost of those procedures and formalities

R (Hemming and others) v Westminster Council

103. It is clear and undisputed that costs incurred in investigating the suitability of an applicant for a licence can be reflected in the fee. In the case of an application to renew a licence, I consider that the costs of monitoring the applicant's continued suitability can include the costs of monitoring compliance with the terms of their licences in the past. Once the Council knows what those costs are in broad terms, as it does by reference to what has happened in the past, it is, in my judgment, entitled to include them in the calculation for the next year's licence. There may be a formulaic element to this calculation. But the example of European Commission v Spain is a strong indication that using a formula that proceeds on the basis of the cost of the actual authorisation process is justified.

## **Charges**

Set out in Appendix E1

## **Discounts**

The fee construction has been calculated on the basis of full recovery of costs allocated directly to the service and it is not proposed to offer any discounts in respect of any of the fees levied. An exception exists with those fee levied under the Gambling Act where the Council charges eighty five percent (85%) of the maximum fee permitted, as the original fee levels set by government included an element for enforcement against unlicensed operators and the Provision of Services Regulations 2009 removed the ability to charge for such activities.

## **Budget Impacts**

As set out above there is no legal authority to levy a charge in respect of charitable collections and the costs of this regime (approx £5K) will need to be borne by the Council.

All fees have been constructed on an anticipated number of applications (calculated using an average of the last three years figures). Should application numbers fall below the anticipated figure then full cost recovery may not be achieved.

Surplus and deficit should be dealt with across a rolling three years such that the balance is zero on those fees which are set locally. This should be reflected in the fee. It is only in recent years as a result of case law that the Council has quantified its approach in this way.

Taxi fees and charges are separately accounted for. Surplus and deficit in this area should also be dealt with across a rolling three years such that the balance is zero or is redressed in fee levels in the following financial years to achieve full recovery of costs.

## **Equality Impact Assessment**

There are no proposed changes to the charging policy, therefore No Equality Impact Assessment is required.

## **Recommendation**

Fees for applications under the Licensing Act 2003 and Gambling Act 2005 are set by statute so increases under local arrangements are not currently possible. For those fees where local discretion exists they cannot exceed the parameters set out within the appropriate statutes.

Guided by case law and through the results of the costs analysis detailed above the suggested fee levels are set to achieve, as far as possible, full recovery for the projected costs to the Council of unfettered administration and supervision of the various licensing regimes.

It would be unlawful for the Council to deliberately set fees to make a profit and any over (or under) recovery will need to be redressed in future fee levels.

In order to ensure fees levied are reasonable and lawful, consideration can only be given to setting fees at the level suggested or at a level lower than those set out within the report thereby subsidising those businesses regulated by the Council's Licensing Service.



Application Type	Application Type 2017 - 18	APPENDIX E			
		Fees set by statute	Current fees		Proposed Fees
			2018/19 TDBC	2018-19 WSC	2019-20 SWT
<b>Animal Licensing</b> (Vets fees are not included and must be borne by the applicant)					
Animal Boarding		£332.00	£191.00	£351.00	
Animal Boarding - renewal		£316.00	£173.00	£341.00	
Dangerous Wild Animals		£332.00	£191.00	£329.00	
Dangerous Wild Animals - renewal		£316.00	£173.00	£307.00	
Dog Breeding		£332.00	£191.00	£360.00	
Dog Breeding - renewal		£316.00	£173.00	£341.00	
Pet Shop Licence		£347.00	£206.00	£351.00	
Pet Shop - renewal		£331.00	£188.00	£341.00	
Hiring of horses		£342.00	£201.00	£360.00	
Hiring of horses -renewal		£326.00	£183.00	£350.00	
Zoos		£347.00	£205.00	£468.00	
Zoos - renewal		£331.00	£205.00	£450.00	
Keeping or training of animals for exhibition		N/A	N/A	£351.00	
Keeping or training of animals for exhibition - renewal		N/A	N/A	£341.00	
Vary animal activities licence		N/A	N/A	£100.00	
Request re-inspection		N/A	N/A	£104.00	
<b>Caravan Sites</b> (ability to charge comes into force 01 April 2014)					
	Caravan Site Licence - Grant		£166.00	£152.00	£153.00
	Caravan Site Licence - Transfer		£30.00	£28.00	£44.00
	Caravan Site Licence - variation	N/A	N/A	£102.00	
<b>Gambling Act 2005</b>					
New Regional Casino					
	New Application	£15,000.00	£12,750.00	£12,750.00	£12,750.00
	New Application – with Provisional Statement	£8,000.00	£6,800.00	£6,800.00	£6,800.00
	Provisional Statement	£15,000.00	£12,750.00	£12,750.00	£12,750.00
	Transfer	£6,500.00	£5,525.00	£5,525.00	£5,525.00
	Re-instatement	£6,500.00	£5,525.00	£5,525.00	£5,525.00
	Variation	£7,500.00	£6,375.00	£6,375.00	£6,375.00
	Annual Fees	£15,000.00	£12,750.00	£12,750.00	£12,750.00
New Large Casino					
	New Application	£10,000.00	£8,500.00	£8,500.00	£8,500.00
	New Application – with Provisional Statement	£5,000.00	£4,250.00	£4,250.00	£4,250.00
	Provisional Statement	£10,000.00	£8,500.00	£8,500.00	£8,500.00
	Transfer	£2,150.00	£1,830.00	£1,830.00	£1,830.00
	Re-instatement	£2,150.00	£1,830.00	£1,830.00	£1,830.00
	Variation	£5,000.00	£4,250.00	£4,250.00	£4,250.00
	Annual Fees	£10,000.00	£8,500.00	£8,500.00	£8,500.00

Application Type	Application Type 2017 - 18	Fees set	Current fees		Proposed Fees
		by statute	2018/19	2018-19	2019-20
New Small Casino					
New Application		£8,000.00	£6,800.00	£6,800.00	£6,800.00
New Application – with Provisional Statement		£3,000.00	£2,550.00	£2,550.00	£2,550.00
Provisional Statement		£8,000.00	£6,800.00	£6,800.00	£6,800.00
Transfer		£1,800.00	£1,530.00	£1,530.00	£1,530.00
Re-instatement		£1,800.00	£1,530.00	£1,530.00	£1,530.00
Variation		£4,000.00	£3,400.00	£3,400.00	£3,400.00
Annual Fees		£5,000.00	£4,250.00	£4,250.00	£4,250.00
Bingo					
New Application		£3,500.00	£2,975.00	£2,975.00	£2,975.00
New Application – with Provisional Statement		£1,200.00	£510.00	£510.00	£510.00
Provisional Statement		£3,500.00	£2,975.00	£2,975.00	£2,975.00
Transfer		£1,200.00	£1,020.00	£1,020.00	£1,020.00
Re-instatement		£1,200.00	£1,020.00	£1,020.00	£1,020.00
Variation		£1,750.00	£1,500.00	£1,500.00	£1,500.00
Minor Variation					
Annual Fees		£1,000.00	£850.00	£850.00	£850.00
Betting – not on course					
New Application		£3,000.00	£2,550.00	£2,550.00	£2,550.00
New Application – with Provisional Statement		£1,200.00	£510.00	£510.00	£510.00
Provisional Statement		£3,000.00	£2,550.00	£2,550.00	£2,550.00
Transfer		£1,200.00	£1,020.00	£1,020.00	£1,020.00
Re-instatement		£1,200.00	£1,020.00	£1,020.00	£1,020.00
Variation		£1,500.00	£1,275.00	£1,275.00	£1,275.00
Annual Fees		£600.00	£510.00	£510.00	£510.00
Track Betting (on course)					
New Application		£2,500.00	£2,125.00	£2,125.00	£2,125.00
New Application – with Provisional Statement		£950.00	£400.00	£400.00	£400.00
Provisional Statement		£2,500.00	£2,125.00	£2,125.00	£2,125.00
Transfer		£950.00	£800.00	£800.00	£800.00
Re-instatement		£950.00	£800.00	£800.00	£800.00
Variation		£1,250.00	£1,100.00	£1,100.00	£1,100.00
Annual Fees		£1,000.00	£850.00	£850.00	£850.00
Adult Gaming Centre					
New Application		£2,000.00	£1,700.00	£1,700.00	£1,700.00
New Application – with Provisional Statement		£1,200.00	£510.00	£510.00	£510.00
Provisional Statement		£2,000.00	£1,700.00	£1,700.00	£1,700.00
Transfer		£1,200.00	£1,020.00	£1,020.00	£1,020.00
Re-instatement		£1,200.00	£1,020.00	£1,020.00	£1,020.00

Application Type	Application Type 2017 - 18	Fees set	Current fees		Proposed Fees
		by statute	2018/19	2018-19	2019-20
Variation		£1,000.00	£850.00	£850.00	£850.00
Annual Fees		£1,000.00	£850.00	£850.00	£850.00
Family Entertainment Centre					
New Application		£2,000.00	£1,700.00	£1,700.00	£1,700.00
New Application – with Provisional Statement		£950.00	£400.00	£400.00	£400.00
Provisional Statement		£2,000.00	£1,700.00	£1,700.00	£1,700.00
Transfer		£950.00	£800.00	£800.00	£800.00
Re-instatement		£950.00	£800.00	£800.00	£800.00
Variation		£1,000.00	£850.00	£850.00	£850.00
Annual Fees		£750.00	£650.00	£650.00	£650.00
Family Entertainment Centre Gaming Machine Permits					
New application		£300.00	£300.00	£300.00	£300.00
Renewal		£300.00	£300.00	£300.00	£300.00
Change of name		£25.00	£25.00	£25.00	£25.00
Copy of permit		£15.00	£15.00	£15.00	£15.00
Licensed Premises Gaming Machine Permit					
New Application		£150.00	£150.00	£150.00	£150.00
Variation		£100.00	£100.00	£100.00	£100.00
Transfer		£25.00	£25.00	£25.00	£25.00
Change of Name		£25.00	£25.00	£25.00	£25.00
Copy of permit		£15.00	£15.00	£15.00	£15.00
Annual Fee		£50.00	£50.00	£50.00	£50.00
Notification of 2 or less Gaming Machines					
Notification		£50.00	£50.00	£50.00	£50.00
Prize Gaming Permit					
New Application		£300.00	£300.00	£300.00	£300.00
Renewal		£300.00	£300.00	£300.00	£300.00
Change of name		£25.00	£25.00	£25.00	£25.00
Copy of permit		£15.00	£15.00	£15.00	£15.00
Club Gaming Permit					
New Application		£200.00	£200.00	£200.00	£200.00
Variation		£100.00	£100.00	£100.00	£100.00
Copy Permit		£15.00	£15.00	£15.00	£15.00
Renewal		£200.00	£200.00	£200.00	£200.00
Annual Fee		£50.00	£50.00	£50.00	£50.00
Club Machine Permit					
New Application			£200.00	£200.00	£200.00

Application Type	Application Type 2017 - 18	Fees set	Current fees		Proposed Fees
		by statute	2018/19	2018-19	2019-20
Variation		£100.00	£100.00	£100.00	£100.00
Copy Permit		£15.00	£15.00	£15.00	£15.00
Renewal		£200.00	£200.00	£200.00	£200.00
Annual Fee		£50.00	£50.00	£50.00	£50.00
Lotteries					
New		£40.00	£40.00	£40.00	£40.00
Renewal		£20.00	£20.00	£20.00	£20.00
Temporary Use Notice					
New		£500.00	£40.00	£40.00	£40.00
Replacement		£25.00	£20.00	£20.00	£20.00
Occasional Use Notice		£0.00	£0.00	£0.00	£0.00
<b>Licensing Act 2003</b>					
Premises Licence/Club Premises Certificate Grant					
Band A		£100.00	£100.00	£100.00	£100.00
Band B		£190.00	£190.00	£190.00	£190.00
Band C		£315.00	£315.00	£315.00	£315.00
Band D		£450.00	£450.00	£450.00	£450.00
Band D*		£900.00	£900.00	£900.00	£900.00
Band E		£635.00	£635.00	£635.00	£635.00
Band E*		£1,905.00	£1,905.00	£1,905.00	£1,905.00
Premises Licence/Club Premises Certificate Variation					
Band A		£100.00	£100.00	£100.00	£100.00
Band B		£190.00	£190.00	£190.00	£190.00
Band C		£315.00	£315.00	£315.00	£315.00
Band D		£450.00	£450.00	£450.00	£450.00
Band D*		£900.00	£900.00	£900.00	£900.00
Band E		£635.00	£635.00	£635.00	£635.00
Band E*		£1,905.00	£1,905.00	£1,905.00	£1,905.00
Annual Fee					
Band A		£70.00	£70.00	£70.00	£70.00
Band B		£180.00	£180.00	£180.00	£180.00
Band C		£295.00	£295.00	£295.00	£295.00
Band D		£320.00	£320.00	£320.00	£320.00
Band D*		£640.00	£640.00	£640.00	£640.00
Band E		£350.00	£350.00	£350.00	£350.00
Band E*		£1,050.00	£1,050.00	£1,050.00	£1,050.00
Personal Licence - Grant		£37.00	£37.00	£37.00	£37.00
Personal Licence Renewal		£37.00	£37.00	£37.00	£37.00



Application Type	Application Type 2017 - 18	Fees set by statute	Current fees		Proposed Fees
			2018/19	2018-19	2019-20
Temporary Event Notice (TEN)		£21.00	£21.00	£21.00	£21.00
Replacement Premises Licence		£10.50	£10.50	£10.50	£10.50
Provisional Statement		£315.00	£315.00	£315.00	£315.00
Change of name and/or address		£10.50	£10.50	£10.50	£10.50
Variation of DPS		£23.00	£23.00	£23.00	£23.00
Dissapplication of DPS			£23.00	£23.00	£23.00
Transfer of Premises Licence		£23.00	£23.00	£23.00	£23.00
Interim Authority Notice		£23.00	£23.00	£23.00	£23.00
Change of Club name or rules		£10.50	£10.50	£10.50	£10.50
Change of Club address		£10.50	£10.50	£10.50	£10.50
Replacement TEN		£10.50	£10.50	£10.50	£10.50
Replacement Personal Licence		£10.50	£10.50	£10.50	£10.50
Name/address change (Pers. Lic)		£10.50	£10.50	£10.50	£10.50
Right of freeholder to be notified of licensing matters		£21.00	£21.00	£21.00	£21.00
Minor Variation		£89.00	£89.00	£89.00	£89.00
<b>Section 115E Permissions</b>					
Pavement Cafés – New Applications			£282.00 N/A		£358.00
Pavement Cafés – Renewal Applications			£273.00 N/A		£345.00
Promotional Event			£276.00 N/A		£350.00
<b>Scrap Metal Dealers Act</b>					
	SMD Licence - Grant	(3 year duration)	£750.00	£755.00	£308
	SMD Licence - Renew	(3 year duration)	£727.00	£744.00	£291
	SMD Licence - Variation		£48.00	£50.00	£136
<b>Sex Establishments</b>					
Grant			£687.00	£687.00	£793.00
Licence renewal			£630.00	£630.00	£710.00
Licence variation			£85.00	£90.00	£73.00
Licence transfer			£85.00	£90.00	£73.00
<b>Skin Piercing</b>					
Registration			£45.00	£50.00	£43.00
<b>Street Trading</b>					
Street Trading Consent - Grant, 1 year			£696.00	£454.00	£437.00
Street Trading Consent - Grant, 1 day			£35.00	£35.00	£42.00
Street Trading Consent - Grant, 1 week			£41.00	£39.00	£47.00
Street Trading Consent - Grant, 1 month			£66.00	£55.00	£68.00
Street Trading Consent - renewal			£680.00	£439.00	£414.00
<b>Taxi Licensing</b>					
(MOT & Plate Test fees are not included and must be borne by the applicant)					
Hackney Carriage/Private Hire Vehicle Licence			£144.00	£101	£124.00

Application Type	Application Type 2017 - 18	Fees set by statute	Current fees		Proposed Fees	
			2018/19	2018-19	2019-20	
Hackney Carriage/Private Hire Vehicle Licence - Renewal			£142.00	£100		£116.00
Transfer of interest for vehicle			£31.00	£34	N/A	
Meter test			£17.00	N/A		£13.00
Replacement vehicle plate			£23.00	£25		£16.00
Internal identification sticker			£15.00	N/A		£6.00
Private Hire Operator Licence			£136.00	£126		£137.00
Private Hire Operator Licence without DBS		N/A	N/A			£72.00
Private Hire Operator Licence - Renewal			£99.00	£176		£131.00
Private Hire Operator Licence - Renewal without DBS		N/A	N/A			£72.00
Application for new drivers licence			£149.00	N/A		£158.00
Application for new drivers licence 3 years			£248.00	£225		£265.00
Driver licence renewal – 1 year			£97.00	N/A		£109.00
Driver licence renewal – 3 years			£235.00	£211		£281.00
Knowledge test		N/A	N/A			£43.00
Replacement Badge			£15.00	£17		£13.00
Advertising on vehicles			£31.00	N/A		£34.00
Medical	*Now included in driver licence fees		£16.00	N/A		N/A

## Appendix F1

### PLANNING FEES AND CHARGES PLANNING 01 APRIL 2019

	FEE
Do I need Planning Permission	<b>£52.80 (£44.00 plus VAT)</b>

#### PRE APPLICATION ADVICE SCALE OF FEES Somerset West & Taunton

LEVEL	FEE
Level 1 - Householder, Advertisement and Landscape advice. Tree Preservation Orders.	<p><b>£116.16</b> (£96.80 + VAT)</p> <p>Further Advice following response £30 plus VAT per hour</p> <p>Planning Management Team Involvement £50 plus VAT per hour</p>
Level 2a - Minor developments (e.g. less than 5 dwellings, 500 sq m industrial):	<p><b>£290.40</b> (£242.00 + VAT)</p> <p>Further Advice following response £40 plus VAT per hour</p> <p>Planning Management Team Involvement £80 plus VAT per hour</p>
Level 2b – Larger scale minor developments (e.g. between 5 and 10 dwellings, 500 and 1000 sq m industrial):	<p><b>£435.60</b> (£363.00 + VAT)</p> <p>Further Advice following response £40 plus VAT per hour</p> <p>Planning Management Team Involvement £80 plus VAT per hour</p>

LEVEL	FEE
Level 3a - Major Developments (e.g. more than 10 dwellings, 1,000 sq industrial):	<p><b>£871.20</b> (£726.00 + VAT)</p> <p>Further Advice following response £50 plus VAT per hour</p> <p>Planning Management Team Involvement £100 plus VAT per hour</p>

Level 3b – Large Major (e.g. more than 50 dwellings, 5,000 sq industrial):	<b>£1452.00</b> (£1210.00 +VAT) Further Advice following response £50 plus VAT per hour Planning Management Team Involvement £100 plus VAT per hour
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\*Where both Development Management and Planning Policy officers need to attend the meeting there will be an additional cost as shown below:

- Level 2b additional £121.00 + vat @ 20% = £145.20
- Level 3a additional £181.50 + vat @ 20% = £217.80
- Level 3b additional £242.00 + vat @ 20% = £290.40

For major developments (level 3a and 3b) pre-application fees are negotiable through the applicant and Council entering into a Planning Performance Agreement (PPA).

There is no charge for advice on revised proposals following a refusal of planning permission or the withdrawal of an application (this exemption is restricted to one letter or meeting only).

#### **AONB CHARGES BLACKDOWN HILLS ONLY**

For applications within or affecting an AONB where an AONB Service Officer also attends the meeting/provides specialist advice there will be an additional cost as shown below:

LEVEL	FEE
Level 1 – Householder, Advertisement and Landscape advice. Tree Preservation Orders and Listed Buildings (in cases where planning permission also required)	<b>£105.60</b> (£88.00 + VAT)
Level 2a – Minor developments (e.g. less than 5 dwellings, 500 sq m industrial):	<b>£269.40</b> (£224.50 + VAT)
Level 2b – Larger scale minor developments (e.g. between 5 and 10 dwellings, 500 and 1000 sq m industrial):	<b>£339.60</b> (£283.00 + VAT)
Level 3a – Major Developments (e.g. more than 10 dwellings, 1,000 sq m industrial):	<b>£667.20</b> (£556.00 + VAT)
Level 3b – Large Scale Major Developments (e.g. more than 50 dwellings, 5,000 sq m industrial):	This level by negotiation on a case by case basis: unlikely to be within the AONB.

**LISTED BUILDING ADVICE**

Listed Building Pre Application Advice – All Levels.	<p><b>£290.40</b> (£242 = VAT)</p> <p>Further Advice Following response £40 plus VAT per Hour</p> <p>Planning Management Team Involvement £80 plus VAT per hour</p>
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**PRE 74 PLANNING HISTORY SEARCH**

Pre 74 Planning History Search	£40.00 + vat @ 20% = £48.00	Work undertaken beyond first hour, £30 plus VAT per hour
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## **Appendix F**

### **Somerset West and Taunton Council Charges 2019/20 Planning**

#### **1. Background**

Planning have the facility to provide Customers with advice and information when they are considering a development proposal; welcoming and encouraging discussions before applications are submitted.

This service is offered to Customers as an opportunity to better understand the way in which an application will be judged against the policies in the development plan and other material considerations.

As a result of the time and resources involved in giving pre-application advice, we operate pre-application charges based on the type of proposal. This means that the service does not fall as a general cost to the council tax payer.

#### **1.1 How the Scheme Works**

Requests for pre application advice, including an application form and supporting information and need to be accompanied by the appropriate fee. Information about the site and details about the scheme need to be provided. This will normally include:

- a) Application Form available from the websites;
- b) a description and summary of your proposals, and preferably sketch plans;
- c) if possible, photographs of the site;
- d) A site location plan.

#### **2. Legal Authority**

Fees for planning applications are set nationally. However, charges for pre-application discussion are discretionary. The majority of authorities now charge for this service, with the income being reinvested in the service. In setting the charges there needs to be a balance set between recouping the full cost of the service provided and encouraging developers to engage with the Council as early as possible.

Fee charges have traditionally been set and will continue to be set at a figure that will not generally discourage developers from contacting the Council, taking into account the undoubted benefit gained from obtaining greater certainty of the likely outcome. The charges continue to represent a tiny fraction of the cost of carrying out any form of development.

In 2016 it was reported that due to the pre-application planning advice service for both Taunton Deane Borough Council and West Somerset Council being provided by the one team and there can be no reasoned justification for continuing with two sets of charges. However a decision was made that West Somerset wished to retain the higher level of fees set for Level 3a and 3b Major Development Pre Applications. At this stage it will be necessary to consolidate the fees across the two Councils. It is not felt at the present time of resource level that fees can be increased from those agreed for Taunton Deane therefore the proposal is to bring West Somerset Major Fee charges down to the same level for Majors Pre Applications, other areas are already consolidated.

Based on figures for the last year of Pre Applications this would have meant a reduction of income for West Somerset of approximately £2000. However it is felt to increase fees this year when resources for the Planning Service is incredibly stretched and the ability to respond to Pre Application requests prompting is proving difficult would be likely to result in additional complaints and lack of confidence in the service we can offer.

### **3. Charges – as of April 2019**

**(To remain unchanged but to bring West Somerset Fees in line with those already used by Taunton Deane and provided by the same staff resource)**

The schedule of charges incorporates fees which are dependent on the nature and scale of the proposal. The charge is per request.

Please see attached Appendix regarding level of fees for the New Council proposed from April 2019

For major developments (level 3a and 3b) pre-application fees are negotiable through the applicant and Council entering into a Planning Performance Agreement (PPA).

There is no charge for advice on revised proposals following a refusal of planning permission or the withdrawal of an application (this exemption is restricted to one letter or meeting only).

We have looked at other Pre Application changes but feel the potential impact on take up of services taking into account this year's current income and fees being set for cost recovery only prevent any further rise in fees.

Planning Policy advice that is directly related to the preparation of a Local Development Document (LDD) will be exempt from these charges.

### **4. Discounts**

This scheme does not include any discounts or exemptions.



## 5. Budget Impacts

These charges have been taken into account in developing budget saving proposals for 2019/20

## 6. Equality Impact Assessment

What are you completing this impact assessment for? E.g. policy, service area	<b>PLANNING ADVICE CHARGES 2019/20</b>
<b>Section One – Aims and objectives of the policy /service</b>	
<b>PLANNING</b>	
To provide a proactive planning service from pre-application to delivery and monitoring	
<ul style="list-style-type: none"><li>• Responsible for overseeing building development in the district</li><li>• Co-ordinating the way our surroundings develop</li><li>• Preventing developments which are not appropriate</li><li>• Investigate breaches of planning regulations</li></ul>	
<b>Section two – Groups that the policy or service is targeted at</b>	
All Groups have the potential to be affected; however the perspective is that the only significant increases in charges are for major developments whereby the pre application charge is an insignificant part of total development costs.	
<b>Section three – Groups that the policy or service is delivered by</b>	
The Development Management staff and Business support staff will administer and provided the pre applications advice – as per current procedures.	
<b>Section four – Evidence and Data used for assessment</b>	
Approximately 35-40 major planning applications are received per year (2% of all application). Pre-applications advice, which is encouraged with such application, will attract the higher fee. As previously stated the pre application charge is an insignificant part of total development costs.	
<b>Section Five - Conclusions drawn about the impact of service/policy/function on different groups highlighting negative impact or unequal outcomes</b>	

The impact of this planning advice charges will be equal for all groups.

**Section six – Examples of best practise**

Officers work across the Council and community with specific groups e.g.  
Gypsy Forum

**7. Recommendation**

That fees remain unchanged for 2019/2020 but are consolidated for the New Council.

**Somerset West and Taunton**  
**Fees and Charges Report 2019/20**  
**Environmental Health**

**Including:**  
**Environmental Permits**  
**Private Water Supplies**  
**Pest Control**  
**Private Sector Housing**  
**Food Safety**

The following services in Environmental Health incur charges:

1. Environmental Permits - businesses carrying out activities that could potentially cause emissions to air, land or water may need to hold an Environment Permit under the Environmental Permitting (England and Wales) Regulations 2010. Fees are applicable and conditions will be attached to any permit. There may also be a charge to vary, transfer or surrender an existing permit. Annual subsistence fees are payable each year. Fees are set by DEFRA and can be found on the DEFRA website.
2. Private Water Supplies – the council has a general duty under the Water Industry Act 1991 to take all steps appropriate for keeping itself informed about the wholesomeness and sufficiency of drinking waters in the district, including any private water supply. A private water supply is any water supply which is not provided by the local water undertaker or company and which is not a "mains" supply. It includes water intended for human consumption, used for domestic purposes, such as for drinking, washing, in food preparation, heating and also for sanitary purposes.

The Private Water Supplies (England) (Amendment) Regulations 2018 came into force in July 2018. During 2016/17 we took the opportunity to review charges for TDBC and WSC to ensure they reflect the costs of providing the service including officer time, mileage and laboratory charges and were consistent across both council areas. These have since been reviewed in line with officer hourly rates, laboratory fees, legislation and guidance.

3. Pest Control Service – a report providing a review of pest control charges is attached. In summary the increase in charges aims to ensure that the service remains sustainable and that these charges reflect the true cost of providing the service.
4. Private Sector Housing – a report detailing charges associated with the enforcement of housing standards in the private rented sector is included in

## Appendix G

this report. These include charges for HMO licence applications and notices served under the Housing Act 2004.

5. Food Safety – Charges include those for a Food Hygiene Rating Scheme Rescore inspection, Food Safety Advisory visits and the provision of a printed copy of the Safer Food Better Business Pack.

### **Private Water Supply Service Charges Review 2019/20**

The Private Water Supply service provides the following in both Taunton Deane and West Somerset; the monitoring and risk assessment of drinking water from private water supplies located across both authority areas.

Taunton Deane Borough Council and West Somerset Council has a general duty under the Water Industry Act 1991 to take all steps appropriate for keeping itself informed about the wholesomeness and sufficiency of drinking water supplies in the district, including any private water supply.

A private water supply is any water supply which is not provided by the local water undertaker or company and which is not a "mains" supply. It includes water intended for human consumption, used for domestic purposes, such as for drinking, washing, in food preparation, heating and also for sanitary purposes.

The Regulations or "The Private Water Supplies (England) (Amendment) Regulations 2018" updated previous provisions and came into force on July 2018. They place a requirement on the local authority to risk assess and carry out water quality inspections to all supplies except those to single domestic dwellings.

Whilst there is no requirement on the Council to monitor single domestic private water supplies, they can be monitored by request. The standards still apply but local authorities are not required to pro-actively monitor these supplies.

Both regulations 9 and 10 specify certain parameters which must be analysed, but with the addition of any others based on risk. For example, we analyse for arsenic as an additional parameter, as it is found naturally around the Quantocks. There is also a relatively new requirement to commence monitoring for radioactive substances, including Radon, this will be carried out on a risk basis, in partnership with our colleagues at Somerset Scientific Services and at the request of the relevant person having control over the supply.

Taunton Deane Borough Council and West Somerset Council have a total of 962 regulated private water supplies, we have two full time officers that spend a large proportion of their time dealing with the monitoring and risk assessment of private water supplies across the district. They also carry out other tasks such as the investigation of environmental protection complaints such as noise, odour and drainage, requests for environmental information, contaminated land and air quality. These officers are both Environmental Control Officers. The hourly rate for an Environmental Control Officer for 2019/20 is £62.00 including recharges.

The following table details the charges to be introduced from 1<sup>st</sup> April 2019. These charges also reflect the changes in fees introduced by Somerset Scientific Services

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(SSS), the laboratory currently used by both councils for analysis work associated with private water supplies. The rise in fees will result in increased income and also improve cost recovery for each council in this area of work.

### Fees and Charges for Private Water Supply Work from 1<sup>st</sup> April 2019 for Somerset West and Taunton Council

	<b>Service</b>	<b>Maximum fee under the Regulations</b>	<b>TDBC &amp; WSC Fee</b>	<b>Notes</b>
1.	Risk Assessment	£500	Charges at hourly rate £62, typical risk assessment at 2 hrs will total £124  Plus analysis costs	Time taken to inspect a supply incl. background research, travel time + admin.  Average time 2 hours (£124)
2.	Sampling visit	£100	£62 per hour plus analysis costs	Charge for a visit and to take a sample.
3.	Investigation	£100	Hourly rate (£62) + analysis costs	Carried out by the Council in the event of the failure of a supply to meet the required standard.
4.	Authorisation	£100	Hourly rate (£62) x time	Application by the owner of a supply for permission from the Council to continue supplying water of a lower quality temporarily whilst remedial work is carried out on the supply.
5.	Sample analysis for small/domestic supplies	£25	£22.10*	Where a supply provides <10m <sup>3</sup> /day or, <50 people and is used for domestic purposes.
6.	Large/Commercial supplies - Check Monitoring Reg 9	£100	£39.80* per supply  Plus additional parameters based on risk and size of supply	Check monitoring is carried out to ensure that water complies with the standards. Where possible it should be carried out at the same time as any requirement for audit monitoring, to keep cost down.
7.	Audit Monitoring		£29.75*	Fee set by SSS*
8.	Advisory Visits		Charged at £62 per hour	
9.	Requests for Environmental Information		Charged at £65 per request	Requests for environmental information, including requests from solicitors, searches for contaminated land.

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(1) Hourly Officer rate £62

(2) Sampling cost not applied to risk assessment

\* charges set by Somerset Scientific Services are likely to increase by 2.5-3.5% in 2019/20

Please note that the actual costs will vary depending on the type of supply, the frequency of testing and the outcome of a Risk Assessment.

### 1. Risk Assessment

The average risk assessment takes 2 hours including preparation, travel time and the time for the inspection, sampling and report writing, therefore the average cost is likely to be £124. The customer would also be required to pay for the analysis fees set by SSS on top of this, the amount will depend on the suites of analysis chosen by the officer and depend on the size, location and nature of the supply.

### 2. Sampling Visit

Water quality inspections (such as sampling visits) are carried out regularly at many supplies in the intervening years between the mandatory risk assessments. These water quality checks are used to help inform and complete the risk assessment. Therefore the cost is likely to be in region of £62, where advice is provided or the visit takes longer, this will be charged at the officer hourly rate. Analysis fees are added to this charge depending the number of tests required as determined by the risk assessment.

### 3. Investigation

These are carried out by the council in the event of the failure of a supply to meet the required standard and charged at the hourly rate and include time taken to check information held on file, travel time, time taken on site and to report on results.

### 4. Authorisation

These are carried out at the request of the owner of a supply for permission from the Council to continue supplying water of a lower quality temporarily whilst remedial work is carried out on the supply and also charged at the hourly rate.

### 5. Sample analysis for small/domestic supplies

The cost of this is determined by Somerset Scientific Services who carry out the analysis for both council's, fees are likely to increase by 2.5-3.5% for 2019/20.

### 6. Large/Commercial supplies – Check Monitoring Reg 9

This cost is set by SSS.

### 7. Audit Monitoring

This cost is set by SSS.

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### **8. Advisory Visits or Requests for Advice under Regulation 10**

The average advisory visit takes approximately 1 hour including travelling time and preparation work and is currently charged at £62 per hour, the average cost to the customer would be £62. Analyses are charged in addition to officer time

### **9. Requests for Environmental Information**

Requests for environmental information, including requests from solicitors, searches for contaminated land to be charged at a flat rate of £65, no increase on last year. Requests which do not take significant time e.g. requests which confirm that the council hold no information or requests for copies of certificates of water quality are not charged for.

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### **Pest Control Service Charges Review 2019/20**

The Pest Control Service provides treatment of rats, mice and wasps in the Taunton Deane and West Somerset areas along with domestic and commercial pest control contracts.

In 2017/18 the Pest Control Service cost £133,653.04 to deliver and brought in an income of £42,000 giving an overall cost to the Council of £91,652.

However when considering the pest control charges it is important to establish the true cost of delivering the service. If all internal recharges were excluded including recharges for senior staff salaries, legal services, ICT, HR etc. the cost of delivering the service is reduced to £58,978 resulting in an overall loss of £16,978 to the Council.

The internal recharges are important to consider as they will be incurred by the cost centre/Council whether or not any additional paid work is undertaken and should be considered in this context. The makeup and distribution of these charges is also changing as we progress through Transformation and it is unlikely the service will be budgeted/charged in the same way going forward.

The Pest Control Officer's hourly rate for 2019/20 is £90.50 including all recharges, this reduces to £36.23 if recharges are excluded.

#### **Rat & Mice Treatments**

It takes approximately 60 minutes for an initial visit for a rat/mice treatment and 45 minutes for a revisit. The average service request includes one initial visit and 2 subsequent revisits, this includes officer's travelling time. 191 treatments were carried out in 2017/18 (146 TDBC & 45 WSC). A rat/mouse treatment takes 2 ½ hours at a cost of £226.25 (or £90.58 at the hourly rate excluding recharges). The current charges for 2018/19 is £67 for rats and mice and £33.50 subsidised rate.

If charges were increased to £226.25 to cover the full cost of the service for rats and mice, this would be detrimental to the service and the customer. If the charge for treatment for rats and mice was increased £75 then this would result in an increased income of £1,528 based on 2017/18 treatments.

I would recommend that this charge is therefore increased to £75.

#### **Wasp Nest Treatments**

A wasp's nest treatment takes 45 minutes and requires one visit. 130 treatments were carried out in 2017/18 (104 TDBC & 26 WSC). The cost of this service is £67.89 (or £27.17 at the lower hourly rate). The current charges for a wasps nest treatment is £56.

If this charge was increased to £68 then the potential increased income would be £1,560 based on 2017/18 treatments.

I would recommend that this charge is increased to £68.



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### Advice/Call-Out Visits

The average advice/call-out visit takes 40 minutes and is currently charged at £33.50. The cost of a call out is £60.33 (or £24.15 at the lower hourly rate). If the call out charge was increased to £40 this would reflect the proposed increases in the treatments and generate an increased income of £721.5 based on 2017/18 figures.

I would recommend that the charge for an advisory/ call-out visit be increased to £40.

### Commercial Treatments

Commercial treatments are charged at an hourly rate of £77 plus, materials and VAT. The Pest Control Officers' hourly rate is £90.50 including recharges. As this is a service offered to commercial businesses I would recommend increasing the charge to fully recover our costs. Material costs are charged at cost price.

Commercial contracts are charged at an hourly rate of £55.70 plus materials and VAT. If the hourly rate was increased to £90.50 then I believe it would result in the loss of all of our long standing contracts. I would therefore recommend increasing the hourly rate to £60.

### Domestic Pest Control Contracts

The current charge for Domestic Pest Control Contracts is £112.75 per year, the contracts include 3 visits plus 2 additional call out visits. The call out visits are rarely used by customers. The average visit takes 1 hour, therefore the cost of providing the contract is £271.65 (or £108.69 at the lower hourly rate). We currently have 19 Domestic Pest Control contracts.

I propose an increase to the cost of the Domestic Pest Control Contracts to £120. This would generate a potential increased income of £137.75.

### Summary

The expansion of the service into the West Somerset area has been well received with a good take up of services with 96 treatments being delivered in the district in 17/18. However due to additional traveling times it has resulted in the service hitting capacity with little room for further growth in this area.

As a result any future increased income generation from the service will need to be delivered through increasing charges, which need to be balanced with the public health implications and the market. If the charges are increased as proposed then this could provide a potential increased income of £3,947. Appendix A is the proposed charging sheet.

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### Appendix A

## Pest Control Charges from 1<sup>st</sup> April 2019

### Domestic Properties

**Visits for Rats and Mice**                      **£75.00 full charge**  
**£37.50 subsidised charge\***

**Visits for Wasps**                                **£68.00 full charge**

Where two or more nests are found an additional nest charge of 20% per nest (£13.60) is payable for **each** additional nest before treatment can commence.

**Visits to give Advice only**                **£40**

This will not include any treatment, if this is requested at the time of the advice visit the difference must be paid before treatment can commence. If treatment is requested and a new appointment is needed, this must be paid in full.

**We only provide treatment for fleas in void council properties, or DH**

**Drainage Camera Survey**                **£75 + VAT**

**\*Subsidised charges will only apply if the main householder or their partner is in receipt of, and can provide proof of:-**

- Income Support
- Income Based Jobseekers Allowance
- Employment and Support Allowance Income Based (ESA)
- Working Tax Credit
- Child Tax Credit
- Housing Benefit
- Council Tax Reduction Scheme.
- Pension Credit Guarantee Credit
- Pension Credit Savings Credit
- Universal Credit

### Commercial Properties

**Rats and Mice**                                **£90.50 per hour + materials + VAT**

**Wasps**    **£68.00 + VAT**

**Advice visits**                                **£45.00 + VAT for wasps**

### Contracts

**Domestic**                      Contracts are for rats and mice only and are priced at £120 a year.

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**Commercial** Contracts shall be priced on an individual basis using an hourly rate of £60 plus materials cost. Payable annually in advance.

### Private Sector Housing Charges 2019/20

#### Houses in Multiple Occupation

The current definition of a licensable House in Multiple Occupation (HMO) is a dwelling comprising of three or more storeys that is occupied by five or more people, living as two or more separate households, and where the occupiers share some basic amenities such as washing and/or cooking facilities.

On the 1<sup>st</sup> October 2018, the definition changed and the scope of mandatory licensing for HMO's has been extended to bring smaller HMO's within the scheme.

Mandatory licensing for HMO's now include:

- All HMO's with five or more people, living as two or more separate households, regardless of the number of storeys, and where the occupiers share some basic amenities. Effectively this means the storey requirement will be removed from the current definition.
- Purpose built flats where there are up to two flats in the block, and one or both of the flats are occupied by five or more people, living as two or more separate households, and where the occupiers share some basic amenities. This will apply to dwellings above or below commercial premises, bringing some flats above shops on high streets within mandatory HMO licensing as well as small blocks of flats which are not connected to commercial premises.

Currently there are 72 licensed HMO's in Taunton Deane and 8 in West Somerset. The extended scope of the HMO definition will bring a significant increase in the number of HMOs that will require a licence to operate. Overall this will bring about improvements to the management and safety standards in a high proportion of residential properties in the private rental sector within both districts.

At this time the actual properties that will be captured by the new 'licensable HMO' definition is unknown, but it is estimated that approximately 50-70 dwellings may require an HMO licence to operate.

Taunton Deane and West Somerset will actively promote its revised HMO licensing scheme. It will also pursue landlords who do not come forward to licence applicable properties. Where necessary we will take enforcement action to ensure that there is no incentive for failing to apply for a licence.

The High Court has indicated that local authorities have a duty to administer funds so as to protect the interests of council tax payers in accordance with the accepted principal that licensed activities should be funded by those benefitting from them, rather than council tax payers.

The Housing Act 2004 makes provision for local authorities to recover their costs

## Appendix G

associated with operating HMO licensing schemes. There is no upper limit on the maximum fee that can be charged but local authorities are not allowed to make a profit, and the fees charged must be reasonable and proportionate.

Due to the high cost of housing (purchasing and renting), HMO's offer a cost effective solution to the housing needs of people from all walks of life and personal situations. This extension to HMO licensing will ensure safer accommodation within previously unlicensed HMO's, bridging the gap between previously unlicensed and licensed HMOs and improving equality.

The final calculation produces a charge of £662.46 per new HMO application with £31.00 per additional household. The charge for a renewal application is £423.96 as the initial inspection is not required as the property would currently be on our routine inspection programme.

Appendix B shows the calculation for the HMO licence application fees for 2019/20 using officer hourly rates to calculate the time taken to process a typical application.

The table also shows the charges for notices served and immigration inspections under this legislation, it is recommended that these increase with inflation at 2%.

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Appendix B Licensing costs - Mandatory		£											
Hourly rates	Housing Standards Officer	F	54										
(inc recharges)	Business Support Officer	D	40										
<b>Licensing Process October 2018</b>													
	Process description	Time in minutes per application	Time in hours per application	Officer responsible	Cost per hour including on costs	Actual cost	Additional comments						
									plus £31 per additional household				
<b>A. Enquiries</b>													
	Adminsitration tasks (total time per officer per year/ no of applications)	30	0.5	HS Officer	£40	£20.00	Including service complaints, fee setting, policy maintenance, training and team maintenance		Units	New HMO	Renewal		
1	Receive enquiry	10	0.17	Business Support	£40	£6.80	Applicant requests paper copy of the licensing pack. (available on SWeLT website). Send items to include sheet		2	£662.46	£423.96		
2	Logging of enquiry on MAU	10	0.17	Business Support	£40	£6.80	Use M codes template to record the actions and set date to expect return of the forms		3	£693.46	£454.96		
3	Send out application form, covering letter	15	0.25	Business Support	£40	£10.00	Post out pack with the covering letter explaining process and make sure fees are on the items to include list		4	£724.46	£485.96		
4	Chase return of application form if property operating as an HMO	15	0.25	Business Support	£40	£10.00			5	£755.46	£516.96		
5	If no response, pass to the HS Officer								6	£786.46	£547.96		
<b>B. Processing of Application</b>													
6	Check property is an HMO based upon information provided in application	10	0.17	HS Officer	£54	£9			8	£848.46	£609.96		
7	Check property is licensable	0	0	HS Officer	£54		as above		9	£879.46	£640.96		
8	Check application form complete & queries	45	0.75	HS Officer	£54	£40.50			10	£910.46	£671.96		
9	Chasing invalid applications and documents including payment	30	0.5	HS Officer	£54	£27.00	includes letters/email generation and save to system						
10	Scanning documents to back office system	15	0.25	Business support	£40	£10.00	All docs to be scanned and linked to MAU on system						
11	Process the application documents	30	0.5	HS Officer	£54	£27	Update code to MAU that application is received on that date						
12	Fit and Proper Person self checks	10	0.17	HS Officer	£54	£9.18	Further checks carried out where necessary						
<b>C. Inspection Process</b>													
13	Arrange inspection letter/telephone	15	0.25	HS Officer	£54	£13.50	N/A on renewal		£13.50				
14	Travel time to and from property	1	1	HS Officer	£54	£54.00	N/A on renewal		£54.00				
15	Undertake inspection	1	1	HS Officer	£54	£54.00	N/A on renewal		£54.00				
16	HHSRS Assessment, prepare (plans and) schedules	120	2	HS Officer	£54	£108	Letter generated inc schedule of works N/A renewal		£108				
<b>D. Issuing License</b>													
17	Work out permitted numbers and space standards, decide conditions. (Liaise with Inspecting Officer)	45	0.75	HS Officer	£54	£41			£229.50				
18	Produce draft license proposals	60	1	HS Officer	£54	£54							
19	Checking by Senior Manager	0	0	Environmental Health Officer			only where required						
20	Serve draft license to all interested parties	15	0.25	HS Officer	£54	£13.50							
21	Receive representations and modify licenses	15	0.25	HS Officer	£54	£13.50							
22	Produce final license	15	0.25	HS Officer	£54	£13.50							
23	Signing by Senior Manager	0	0	Service Manager									
24	Serve final License	15	0.25	HS Officer	£54	£13.50							
<b>E. Revisit Process (incl renewal inspections)</b>													
25	Arrange inspection letter/telephone	15	0.25	HS officer	£54	£13.50	where special conditions are needed						
26	Travel time to and from property	45	0.75	HS officer	£54	£40.50							
27	Undertake inspection	30	0.5	HS officer	£54	£27.00							
28	Follow up paperwork	30	0.5	HS officer	£54	£27.00							
<b>Total</b>						<b>£662.46</b>	minus £229.50 for a renewal application						
<b>Total for Renewal (not including initial inspection fee)</b>						<b>£423.96</b>	Plus £31 per additional household (increase by 2% from £30.50)						
<b>Notices</b>													
	Improvement Notices	17/18	18/19	19/20									
		£133.27	£135.40	£138.11			rate increased by RPI at 2 %						
	Prohibition Notices	£133.27	£135.40	£138.11			rate increased by RPI at 2 %						
	Immigration Inspection	£130.00	£132.00	£134.64			rate increased by RPI at 2 %						

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### Food Safety Charges

Charges for Rescore Inspections under the National Food Hygiene Rating Scheme (FHRS) or 'Scores on the Doors' and Food Safety Advisory Visits came into effect in Jan 2018. In order to ensure cost recovery these charges have been reviewed in line with all Environmental Health charges and are based on the officer hourly rate including recharges.

The purpose of the National Food Hygiene Rating Scheme (FHRS) is to allow consumers to make informed choices about the places they eat or shop for food and, through these choices, encourage businesses to improve their hygiene standards. The overarching aim is to reduce the incidence of food-borne illness and the associated costs to the economy.

A food hygiene rating is assessed by an officer from the Environmental Health Team at a scheduled food hygiene inspection. Those food businesses who fail to achieve the highest rating of "5" may be disappointed and so often carry out any works required immediately so that they can improve their score and regain their commercial advantage (or minimise their disadvantage). This, should they request it, will require an officer to return to re-assess their whole premises and rescore. This is known as a FHRS Rescore Inspection.

The provision of trusted and reliable food safety advice is a chargeable service that the Environmental Health Team promote to smaller businesses where they may not have access to specialists to assist in compliance. It is also available in order to assist food business owners to start up or further develop successful businesses. Larger businesses often have access to consultancy services for this type of expert advice but smaller, local businesses may not have the resources to pay for these services.

The Environmental Health Team can provide a colour printed copy of the FSA Safer Food Better Business Pack for a charge of £30. It is a legal requirement for certain types of food business to have a written food safety management system and the completion and implementation of this pack ensures compliance and ultimately an improved FHRS score.

It is proposed to increase the charge for a FHRS rescore inspection to £185.00 and an advisory visit to £200.00. Appendix C below shows the calculation using a process map for both inspection processes which is based on the hourly rate for a Food Safety Officer and Environmental Health Officer.

The charge for a Safer Food Better Business pack remains at £30.

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Appendix C		Food Safety Charges		
	Process - FHRS Rescore Inspection	Indicate TIME estimates in minutes used for your local authority	Indicate OFFICER responsible for each process in your local authority	Cost estimated for your local authority
a	Initial Enquiry and supply of forms/advice	10	Business Support	£6.80
b	Receipt of fee and checking of applications.	10	Business Support	£6.80
c	Enter onto LA database	10	Business Support	£6.80
d	Pre-inspection file checks	15	Officer	£14.50
e	Travel to and from business (average)	60	Officer	£58.00
f	Rescore visit (full inspection)	60	Officer	£58.00
g	Completion of inspection report and sticker	30	Officer	£29.00
h	Input onto LA database	10	Business Support	£6.80
	TOTAL (a - h)	205		£186.70
p	GRAND TOTAL (a - o) - do not enter details as this will automatically calculate			Charge £185.00
	Process - Advisory Visits	Officer responsible	Indicate TIME estimates in minutes used for your local authority	Cost estimated for local authority
a	Initial Enquiry	Business Support Officer	10	£6.80
b	Receipt of fee	Business Support Officer	10	£6.80
c	Enter onto LA database	Business Support Officer	10	£6.80
d	Pre-visit file checks & research	Environmental Health Officer	30	£29.00
e	Travel to and from business (average)	Environmental Health Officer	60	£58.00
f	Advisory visit 1 hr	Environmental Health Officer	60	£58.00
g	Completion of advisory forms on site or advisory letter	Environmental Health Officer	30	£29.00
h	Input onto LA database	Business Support Officer	10	£6.80
	TOTAL (a - h)		220	£201.20
	GRAND TOTAL (a - o) - do not enter details as this will automatically calculate			Charge £200
q	Environmental Health Officer (hourly rate)	TD/WSC Hourly Rates		
r	Business Support Officer (hourly rate)	Business Support D/E		£40
s	officer ave hr rate £58 (£54 & £62)	Food Safety Officer F		£54
t		Env Health Officer G		£62
	Process - SFBB pack	Officer responsible	Indicate TIME estimates in minutes used for your local authority	Cost estimated for you local authority
a	Initial enquiry & receipt of Fee	Business Support Officer	5	£2.50
b	Printing	Printing Services		£25.96
c	Postage and envelope	Business Support Officer		£1.10
d	Input onto LA database	Business Support Officer		
	TOTAL (a - d)	Total Charge £30	5	£29.56
Charge £20 for the Safe Methods only, £17.50 for the Diary and £30 if both are ordered at the same time (saving £7.50)				
Childminders Pack is half the pages £15				



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### Equality Impact Assessment

<b>Responsible person</b>	Erica Lake	<b>Job Title:</b> Environmental Health Manager
<b>Why are you completing the Equality Impact Assessment? (Please mark as appropriate)</b>	Proposed new policy or service	
	Change to Policy or Service	
	<b>Budget/Financial decision – MTFP</b>	Yes
	Part of timetable	
<b>What are you completing the Equality Impact Assessment on (which policy, service, MTFP proposal)</b>	HMO Licence Fees, Permit Fees, Private Water Supplies Fees and Pest Control Fees and Charges	
<b>Section One – Scope of the assessment</b>		
What are the main purposes/aims of the policy?	<p>Proposal to increase the fees and charges from April 2018 for the pest control service as detailed in the attached reports. Fees and charges for private water supply service to remain the same as 17/18.</p> <p>The proposed increase to fees and charges will ensure sufficient financial resources are in place to deliver the services.</p>	
Which protected groups are targeted by the policy?	All protected groups are affected equally by the changes.	
What evidence has been used in the assessment - data, engagement undertaken – please list each source that has been used The information can be found on....	Historic evidence has been gathered regarding people that access these services including property and land owners and tenants. Information is available on those people who are entitled to the subsidies applied to the pest control fees. This information is available via the business support team and officers within Environmental Health team.	
<b>Section two – Conclusion drawn</b> about the impact of service/policy/function/change on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality.		
<b>I have concluded that there should be:</b>		
The proposed fees and charges increases will apply to all services users and as such no potential discrimination amongst the protected groups has been identified.		

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To help support service users on low incomes a subsidised rate will continue to be available for those in receipt of income-related benefit. This subsidised rate will apply to public health nuisance pests such as rats and mice only.

<b>No major change - no adverse equality impact identified</b>	Yes
Adjust the policy	
Continue with the policy	
Stop and remove the policy	

Reasons and documentation to support conclusions: Historic data and knowledge of the service gained through a number of years of administering discounts for those that have hardship issues lend itself to continuing to make discretionary relief available for public health nuisance pests (rats and mice only).

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### **Section four – Implementation – timescale for implementation**

April 2019

### **Section Five – Sign off**

Responsible officer: Erica Lake  
Date: 16<sup>th</sup> October 2018

Management Team:  
Date:

### **Section six – Publication and monitoring**

Published on

Next review date

Date logged on Covalent

## Appendix G

### Action Planning

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

Service area	Environmental Health			Date	16 <sup>th</sup> October 2018	
Identified issue drawn from your conclusions	Actions needed	Who is responsible?	By when?	How will this be monitored?	Expected outcomes from carrying out actions	
N/A						



## Appendix H

### Somerset West and Taunton Council

#### Fees and Charges 2019-20

#### Promotional banners, pennants, 'rotunda' poster units and spaces in Taunton Town Centre

##### Background

Through the Marketing and Visitor Centre team based in the Market House opportunities have been created for businesses, charities and event organisers to promote themselves. The income generated from this service is reinvested to contribute towards the salary costs of the Visitor Centre team. This report proposes no change to the charges of 2018/19.

##### Town Centre 'rotunda' poster units

7 rotunda (poster) units are located within Taunton town centre (to discourage fly-posting in the town) and are made available to event organisers and businesses for promotional and advertising purposes. Units are situated in Coal Orchard car park, Goodland Gardens, Market House (outside of the Visitor Centre), North Street (3 units outside of Lloyds Bank, Monsoon and Vodaphone) and Vivary Park (where income from this rotunda will be shared between the Visitor Centre and the Open Spaces budgets). The unit outside of Vodaphone is operated by Taunton pub-watch to promote the evening economy. Poster spaces are available for a minimum of 1 week and bookings run from Thursday to Wednesday.

##### NEW SERVICE – Town Centre promotional spaces

Two promotional spaces in Fore Street (outside of Next) and High Street (outside of Hatchers and Party-On) Taunton, are managed by the Visitor Centre team. These spaces are used by both commercial and charity organisations. Bookings are taken for a minimum of 1 day.

Research has been undertaken to set our charges for this service against other town and city centre locations seeking advice from "Pinpointer" the market leader in booking promotional spaces.

##### Legal Authority

- The promotional banners, pennants, rotundas and spaces are provided as a discretionary service.
- Charges are set locally to cover the cost of the purchase of units, their maintenance and repair, the costs of business rates applied to each rotunda unit, the installation and removal of banners, pennants and to cover the cost of staff time to administer and update the service. The aim is to provide a market rate advertising service at a reasonable price to cover service costs and build a small surplus to off-set the cost to the council in running the Visitor Centre service.

	<b>Proposed £ (2019/20)</b>
Castle Bow and High Street Banner	£250 (including VAT) per 2 week installation period

## Appendix H

Flag post pennants	12 pennants £360 (including VAT) for a 2 week installation period For any additional 2 week period £200 (including VAT)
Rotunda display units	£17.50 per window space per week (including VAT)
Promotional spaces	<p><b>Commercial rate cost:</b> £300 (including VAT) per day £780 (including VAT) per week</p> <p><b>Experiential rate cost:</b> £540 (including VAT) per day</p> <p><b>*National charity rate cost:</b> £300 (including VAT) per day £540 (including VAT) per week</p> <p><b>Local charity rate:</b> No charge applied</p>

\*This rate will apply to charities who employ companies to sign up supporters rather than local groups who are fundraising. The discretion on who to charge will be delegated to an authorised officer of the council.

### Discounts

Discounts are available for booking more than 12 flag post pennants at any one period and longer term promotional space bookings. Rotunda poster display unit discounts apply for longer-term bookings, charitable/not for profit organisations and Visitor Centre box office service users. Any vacant promotional spaces promote the Visitor Centre and other Council services.

### Budget Impacts

As this is a no change report there are no increases to the MTFP.

### Date of application

1<sup>st</sup> April 2019

Chris Hall  
Localities Manager

## Appendix I

### Somerset West and Taunton - Fees and Charges 2019/20

#### Deane Helpline

The Deane Helpline Service provides community alarms, 24 hour monitoring, installation and emergency response services to over 2,900 vulnerable residents and community alarm monitoring, Out of Hours Service and Lone Worker Monitoring to Somerset West and Taunton Council and external corporate customers which include Housing Associations and other Local Authorities. Overall there are approximately 11,000 calls monitored by the service, being either direct customers or on behalf of other organisations.

Deane Helpline last raised charges to private customers in 2017/18 financial year.

The below table sets out our competitors pricing and how our own current pricing compares against this.

Provider	Installation Charge	Weekly Charge	Total 1st year costs	Emergency Response
Forestcare - With Response	£0	£15.00*	£780.00	Yes
Your Homes Newcastle - Now Ostara	£0	£5.95	£309.40	No
Hereford Careline	£50.00	£7.66	£398.32	Yes
Poole Lifeline	£0	£5.77	£300.04	Yes
Oxfordshire County Council	£?	£10.00	520.00	Yes
Magna West Somerset	£0	£5.43	£282.36	Yes
Progress Lifeline	£20.00	£5.10	£285.20	Yes
<b>Deane Helpline</b>	<b>£35.00</b>	<b>£5.86</b>	<b>£304.72</b>	<b>Yes</b>
Sedgemoor Careline	£42.50	£4.54**	£278.58	Yes

\*Forestcare offer a response service at £15.00 per week, however this only caters for up to two emergency response visits per month (24 per year). Any additional is charged at £31.00 per visit, per person (<https://www.bracknell-forest.gov.uk/health-and-social-care/forestcare/responder-service> ).

\*\*Sedgemoor currently offer up to five emergency response visits per year for the £4.54 weekly price. Any additional callouts are then charged at £50 per call out (<https://www.sedgemoor.gov.uk/lifeline> ).

As set out, the current charge for private customers is £5.86 per week. It is proposed to increase this price by 2.2% for the 2019/20 financial year which will see the new weekly charge set at £5.99 per week. The rationale for this increase is to ensure that prices are increasing to cover the rising operational costs of the service, whilst also remaining competitive in the market. Deane

## Appendix I

Helpline, has seen staff costs rise by 2% in this year's financial year (2018/19), meaning the 2.2% rise will offset some of this expense.

### Installation Charge

Deane Helpline currently charges for installation of the lifeline equipment. A number of other competitors have moved to posting out equipment and expecting the customer to install themselves. This is something that Deane Helpline has explored, however the service prides itself on being customer orientated and delivering the service from start to end for the customer. It was felt that although posting of the equipment would reduce some level of cost in the short term, this may lead to further cost being accrued if installation had not been completed successfully by the customer.

The current installation charge is set as a one off payment of £35. As set out in the above table this is cheaper than a number of other competitors that still operate an installation service. As we grow and expand into new areas such as West Somerset, our costs increase as a result. With the sector on the cusp of a digital transition, Deane Helpline officers are beginning to come across new BT Openreach digital hubs, which make the installation process longer and therefore less customers being installed in a typical day. Therefore it is recommended that the current installation charge be increased from £35.00 to £40.00 as of the 2019/20 financial year.

### Telecare Equipment/Sensors

Telecare equipment, such as smoke alarms and carbon monoxide detectors that link to the lifeline alarm to automatically call through to the control centre when smoke/carbon monoxide are detected are rising in popularity with customers. For many years this peripheral equipment has been charged at a standard rate of £0.50p per week extra to the standard £5.86 price. However, this needs to be radically reformed as in some cases this model is costing the service money.

There is a great deal of telecare equipment available, some more popular than others. Whilst smoke detector costs circa £40, other pieces of telecare such as a Pivotell medication dispenser costs the service £208.00 to buy. Deane Helpline are then charging the customer £0.50p per week for the use and monitoring of the machine. In real terms this means that with the current charge of £0.50p per week it will take Deane Helpline approximately 8 years to claw back the initial outlay on purchasing the machine for the customer.

Whilst on occasions these machines can be re-used for different customers, in all likelihood the machine will reach its end of life prior to the 8 year payback period. Therefore it is proposed that the current charging system is reformed to represent the following tiered base charging:

Telecare £100 & under	Telecare £100-£200	Telecare £200-£300+
£1.90per week	£3.80 per week	£5.70 per week

The prices illustrated above are based upon a principle of recouping the initial financial outlay by the service within the first twelve months of the machines



## Appendix I

life. This means that after twelve months of the machine being installed, they are producing a profitable return for the service and also ensuring that there is at least 3-4 years of life left in the machine, so even if the initial customer no longer wishes to have the telecare equipment, it can be reused for other customers.

Whilst the above sets out Deane Helplines strategy to one off purchases of telecare equipment, it is also suggested that to remain competitive and to assist with marketing purposes then a new 'service package' is introduced to enable further choice to customers. This new package would be the standard service currently offered at the new proposed price of £5.99, but to also include a choice of two telecare sensors that the customer could choose, from a predefined list as designed by Deane Helpline. This lists would include the more 'popular' sensors such as smoke alarms etc that are also priced under £100. The suggested price for this package would be £8.50per week, again based on the principle of recouping the cost of the equipment within the first 12 months.

### **Welfare Calls**

Deane Helpline offers customers the opportunity to have 'welfare or contact service calls'. These calls are currently utilised by customers for anything from reassurance and or to combat social isolation, to more proactive uses such as reminding to take medication or blood sugar levels etc. The price of these calls are and have been for many years £0.50p per call. Again these prices have not risen to take into account the rising costs of staffing, telephone calls etc. It is therefore recommended that these prices rise to £0.86p per which covers the rise in costs for making the call and officer time in undertaking the call and any necessary resulting actions.

### **GSM Lifelines**

GSM lifelines are lifelines that are installed predominantly for those people that do not have a phone line within their homes. The GSM unit utilises a roaming SIM card within the machine that uses a cellular connection rather than an analogue telephone line connection. Because these units rely upon a SIM card there is a cost attributed to this at £6.50 per month, of which Deane Helpline retains £0 as the service is billed by our SIM provider for the use of the SIM-Deane Helpline does not charge a mark-up on the SIM cards.

Deane Helpline pass this cost onto the customer meaning currently a customer using a GSM machine will pay £31.89per month (£5.86p/w service/£6.50p/m SIM Charge) as opposed to £25.39per month with the standard lifeline. However, there is also an additional charge to Deane Helpline for the GSM machines. The 'standard' lifeline unit costs Deane Helpline an initial outlay of £99.00, whereas the GSM unit results in an initial outlay of £199.00.

Therefore it is taking double the time to obtain the return on investment made on the GSM machine than the standard machine. As such it is recommended that an extra £1.00 charge per week be included for the use of a GSM lifeline to assists with returning the outlay on the GSM unit, meaning a charge for GSM's to be £6.99per week, plus the £6.50per month SIM charge meaning a total cost of £36.79 per month.

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### **Housing Revenue Account**

The charge to the Housing Revenue Account had been frozen for a number of years until a discount of £1 per week was achieved. With the price increase that was set for the 2017/18 financial year this achieved the goal and the charge to the Housing Revenue Account (HRA) was set at £4.86 per week.

Deane Helpline finds itself undertaking additional tasks that would not have been originally agreed and costed within the Service Level Agreement. The cost of the service to the HRA, and the associated impacts on the budget of Deane Helpline will be a feature of the planned commercial review. It is therefore proposed that no increase will be applied for HRA customers.

### **Corporate Contracts**

Corporate Contracts will increase by the average rate of CPI over the preceding 12 months, this is 2.3% unless specifically stipulated in the contract.

### **Discounts**

No discounts are available; all private paying customers pay the same.

TDBC Tenants are charged via their Service Charge an amount based on the Service Level Agreement between Deane Helpline and TDBC Housing which due to the economies of scale is less than private customers pay.

External contracts are priced according to their number of connections, their annual increases are stipulated by contract.

### **Budget Impacts**

Income from private customers will increase by approximately £7,000 p.a. and approximately £3,000 will be raised in the increase in installation charge based on the number of installations from the previous year, all of this is subject to fluctuation as it is an on demand service.

As detailed in the report other costs such as the annual pay award of 2% have increased costs, however the introduction of a new charging model for telecare equipment will assist greatly in reducing costs to the service.

### **Recommendation**

It is therefore recommended that:

- The charge for private paying customers increases to £5.99 per week;
- The installation charge is increased to £40.00;
- A new charging model and pricing bracket be brought in for telecare equipment as outlined in the table above for all new customers;
- 'Welfare Calls' to be charged at £0.86p per call;
- A new 'service package' be introduced to accommodate the standard lifeline provision and a customer's choice of 2 telecare peripheral at £8.50per week;
- An increase of £1.13per week for GSM lifeline units, taking the cost to £6.99per week;
- The charge to the HRA for TDBC Tenants is held at £4.86.

## Appendix J

### **Somerset West & Taunton Borough Council Fees and Charges 2019/20**

#### **Data Protection Act – Freedom of Information Act**

##### **Background**

This report seeks to formalise the charges the Council can make in relation to Freedom of Information Requests and Data Protection Act Subject Access Requests.

##### **Legal Authority**

The method of calculating charges within this report is in accordance with the Freedom of Information and Data Protection (appropriate limits and fees) Regulations 2004.

Disbursements are set locally and should be reasonable and not designed to generate a surplus.

##### **Charges**

Estimating the costs of processing FOI requests; (section 4(3) of the FOI regulations)

When estimating the cost of complying with a written request for Information, the Council will take into account the staff time involved in the following activities:

- Determining whether the information is held.
- Locating the information or a document that may contain the information.
- Retrieving and extracting the information, or a document that may contain the Information.

The cost of the above activities will be calculated by applying an hourly rate of £25 per person, (section 4(4) of the FOI regulations.)

When calculating the costs to process requests, the Council cannot take account of the time taken to consider whether information is exempt under the Act or the time involve in redacting any information which is not to be disclosed.

Where the cost to process a request is **below** £450

Where the cost of complying with a written request for information is estimated to be below £450, there will be no charge unless the disbursement costs (printing copying and postage) exceed £10. Where disbursement costs exceed £10, the applicant will be issued with a fees notice and must pay the costs within a period of three months before the Council can comply with the request.

Disbursements costs applied by the Council are shown later.

#### Where the cost to process a FOI request exceeds £450

In accordance with the Freedom of Information and Data Protection (appropriate Limits and Fees) Regulations 2004, the Council is not obliged to respond to a written request for information, where it estimates that the cost of complying with the request would be in excess of £450 (which equates to 18 hours of work at £25 per hour).

If the cost exceeds £450 we will charge for all the hours at a rate of £25 per hour or decline the request - alternatively, we will assist the requester in refining the request to within 18 hours to ensure no charge (other than possible disbursements) will be incurred.

Staff costs will be calculated as follows:

- Staff costs (£25 per hour) involved in determining whether the Council holds the information.
- Staff costs (£25 per hour) of locating, retrieving and extracting the information.
- Disbursement and staff costs (£25 per hour) incurred in informing the applicant that the information is held.
- Disbursement and staff costs (£25 per hour) incurred in communicating the information to the applicant.

#### Campaign requests

If the Council receives two or more related requests within a period of 60 consecutive working days, from a person or different persons who appear to be acting in concert or in pursuance of a campaign, the costs of complying with the individual requests will be aggregated.

#### Priced publications

These will be charged at cover price plus postage where relevant.

#### Disbursements

Photocopies: A4 Black & White 20p per sheet, A3 Black & White 30p per sheet, A4 Colour £1.00 per sheet, A3 Colour £1.50 per sheet

Prints from a PC: Black & White 20p per page (additional cost for producing A3), Colour £1.00 per page (additional cost for producing A3), Photo quality paper prints £1.50 per page

Any other sizes or finishes by agreement in advance.

By default we will print/copy in black and white/greyscale on white A4 paper using both sides.

Postage costs: Default postage will be by 2<sup>nd</sup> class Royal Mail. Prices for alternative postage methods will be at the prevailing rates.

### Other Charges

CD Rom/DVD                      £1.00 per Disc

### **Data Protection Act 2018**

Under the Data Protection Act 2018 and the new General Data Protection Regulation (GDPR) the Council can no longer charge an individual the sum of £10 for requesting personal information held by the Council about the individual. These requests for information referred to as Subject Access Requests are now free of charge.

### **Budget Impacts**

There will be no impact on the 2019/20 Budget.

### **Equality Impact Assessment**

In order not to disadvantage customers with disabilities the Council will not charge for providing information in an alternative format, if the Disability Discrimination Act (DDA) covers the person requesting it, unless the original document was a priced publication. In this case, the charge for the alternative format will not exceed the cost of the original publication. The Council's current policies in relation to translation of documents into languages other than English will apply.



## Appendix K

### Somerset West and Taunton Council - Fees and Charges 2019/20

#### Court Fees

##### Background

Council Tax is a charge to owners and occupiers of domestic dwellings and Business Rates, sometimes known as non-domestic rates, is a charge on the occupation of a non-domestic property. The Council bills those liable and collects the monies due.

Should the bills not be paid in accordance with the instalments on the bill a reminder is sent. A second reminder (Council Tax only) and a Final Notice are also issued should the payments not be made. Sometimes, despite these reminders, the bill is not paid. In these cases the Council will issue a Summons and apply to the Magistrate's Court for a Liability Order. The Liability Order gives the Council additional recovery methods to aid repayment such as attachment of earning or benefits.

The costs of issuing the Summons from Final Notice to the day of the hearing is charged directly to the taxpayer and this amount is detailed to the customer when the Summons is issued.

##### Legal Authority

The Council Tax (Administration and Enforcement) Regulations (1992) and the Non-Domestic Rating (Collection and Enforcement) (Miscellaneous Provisions) Regulations 1990 are the two pieces of legislation surrounding the charging of costs incurred by the authority for the issue of a Summons.

##### Charges

Following a High Court Case (Nicolson v Tottenham & London Borough of Haringey) there is a requirement to evidence a detailed breakdown of how the costs are calculated. Whilst a charge for Summons and Liability is allowed it has been our decision to agree a single cost added upon the issue of a summons. As soon as the proposed costs are agreed by members this will take effect from the date the new Council, Somerset West and Taunton comes into existence on 1 April 2019.

	<b>Current £ (2018/19)</b>	<b>Proposed £ (from 1 April 2019)</b>
Court Costs	69.50 (TDBC) 58.50 (WSC)	<b>67.00</b>

## **Discounts**

Discounts are not provided because we charge what it costs to issue a Summons from Final Notice stage up to the point of the actual court hearing. However, we do withdraw costs, in some cases. If for example the customer pays the amount due in full less the costs prior to the court hearing.

## **Budget Impacts**

The number of court costs raised in the 2017/18 financial year were 3,375 and this figure provides us with a baseline number to calculate from.

The new Authority proposed court costs are £67.00 this would raise £226,125.

If we compare the £243,000 raised last year (based on a court costs of £72.00) this equates to a decrease in the level of costs raised by £16,875.

All numbers are based on normal recovery cycles. However, it should be noted that due to Transformation and the impact of new ways of working the amount of Summonses issued and court costs raised in 2019/20 is unknown.

## **Equality Impact Assessment**

There has been no material change, the costs for summons/Liability Order application has shown a reduction based on economies of scale for the one Authority thus no Equality Impact Assessment is required.



## Appendix L

### Somerset West and Taunton - Fees and Charges 2019/20 Watchet and Minehead Harbours

Both Harbours struggle to maintain their statutory compliance with the level of funding brought in through the Harbour operation alone.

In recent years Council have invested further financial support in to the Harbours at an increase cost to the tax payer, or by drawing in resources from other services. The ultimate goal should be for the Harbours to be self-financing, however a jump to the level required to achieve this would be unsustainable.

The table below identifies the current and proposed charging schedule:

Slipway Fees at Watchet and Minehead	Current 2018/19 £	Proposed 19/20 £
Annual	150.00	155.00
Weekly	40.00	41.50
Daily	12.00	12.50
Annual kayak launch - junior u16 / full	40.00 / 50.00	41.50 / 52.00
Daily kayak launch - junior u16 / full	3.50 / 4.50	3.50 / 4.50
<b>Leisure mooring fees per metre or part metre</b>		
Annual (permanent mooring only)	45.00	46.50
Weekly	15.00	15.50
Flat fee half day	10.00	10.50
Flat full day	15.00	15.50
<b>Commercial mooring fees per metre or part metre</b>		
Annual (permanent mooring only)	70.00	72.00
<b>Flat administration fee for transfer between moorings</b>		
	60.00	60.00
<b>Harbour dues per metre or part metre for vessels under 400 gross registered tonnes</b>		
Annual	250.00	260.00
Six monthly	175.00	180.00
Weekly	65.00	67.00
Daily	20.00	21.00
<b>Vessels over 400 gross registered tonnes (excluding hobbling duties) per visit</b>		
	400.00	400.00
<b>Vessels over 400 gross registered tonnes (exc. hobbling duties) per cancelled visit</b>		
	200.00	200.00
<b>Non-standard shared use of the harbours</b>		
Annual	500.00	500.00
Weekly	150.00	150.00

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Daily	50.00	50.00
Non-standard shared use of the harbours, charities and community groups are exempt		
Minehead and Watchet advertising board annual fee	125.00	125.00

All fees include VAT.

The annual slipway charges represent a considerable discount over the daily or weekly charges, it is felt that the level of discount applied here is disproportionate, and the proposed charges make a move towards closing this gap.

As a point of clarity the slipway fees are not applied for Lifeboat use who have unlimited access for emergency response.

There will be no fee for nonstandard use of the harbour for charities and community groups including the Sea Scouts.

Anecdotal evidence suggests that WSC fees are lower than other ports, each port's method of charging is different so being able to create a meaningful comparison is complex. This proposed fee structure does not seek to resolve that situation and further work on comparisons is still required.

The increase in fees will bring new income for the authority, whilst this income should be ring-fenced for the operation of the Harbour it does reduce the general fund contribution made and therefore an improvement in the councils MTFP should be the result.

Whilst there are new fees proposed and increases in some existing fees the user numbers in the harbour are not significant, therefore the overall benefit to the MTFP is considered to be £500.

**END**

**Chris Hall**  
**Localities Manager**

## Appendix M

### Somerset West and Taunton – Fees and Charges 2019/20 Off Street Parking Charges

This report seeks to make no changes to the fees and charges structure for car parks located within the current TDBC or WSC areas.

Work to review future charges should be linked to a combined parking strategy, work that will be undertaken in the future. This work to have regard to the current TDBC strategy and the emerging WSC strategy.

The table below identifies the current charges that are proposed to be maintained to supports traffic management by seeking to influence driver behaviour with the following outcomes:

- Incentive for commuters to use car parks away from the main tourist sites, freeing up space for tourist and visitors to the area.
- Continue investment in parking assets.
- Provide support to residents and businesses by encouraging the use of the permits that offer a discount over pay by the meter pricing.

The table below identifies the current charging schedule for payments at the meter or by phone:

<b>Short Stay (TDBC area)</b>	Up to	Tariff
Coal Orchard, Crescent, Ash Meadows, Duke Elms Parade, Whirligig, Fons George	1 Hour	£ 1.20
	2 hours	£ 2.40
	3 hours	£ 3.60

<b>Long Stay (TDBC area)</b>	Up to	Tariff
Cannon Street, High Street, Orchard, Belvedere Castle Street, Wood Street, Enfield, Firepool, Kilkenny, Tangier, Victoria Gate	1 Hour	£ 1.10
	2 hours	£ 2.20
	3 hours	£ 3.30
	4 hours	£ 4.40
	5 hours	£ 5.50
	6 hours	£ 6.60
	7 hours	£ 7.00
	Over 7 hours	£ 7.50

<b>TDBC Coach Park</b>	Up to	Tariff
Tangier Coach Park	All day	£ 6.00

<b>Wellington</b>	Up to	Tariff
South Street	1 Hour	£ 0.70
	2 hours	£ 1.00
	3 hours	£ 1.50
	4 hours	£ 2.00

## Appendix M

	All day	£ 2.50
Longforth Road North Street	2 hours	£ 1.00
	3 hours	£ 1.50
	4 hours	£ 2.00
	All day	£ 2.50

Summer Tariff	Current Winter Tariff				Current Summer Tariff			
	Up to 1hr	Up to 2hrs	Up to 4hrs	All day	Up to 1hr	Up to 2hrs	Up to 4hrs	All day
<b>MINEHEAD</b>								
Quay West	£1.50	£2.60	£4.20	£5.70	£1.50	£3.00	£4.50	£6.00
Warren Rd Upper	£1.50	£2.60	£4.20	£5.70	£1.50	£3.00	£4.50	£6.00
Clanville		£1.60		£4.20		£2.50		£5.00
Alexandra Road	80p	£1.50	£2.50	£4.70	£1.00	£2.50	£3.00	£5.00
Summerland		£1.00				£1.00		
North Road	£1.40	£2.00	£2.80	£4.70	£1.00	£2.50	£3.00	£5.00
<b>PORLOCK</b>								
Porlock Central	80p	£1.50	£2.50	£4.70	£1.00	£2.00	£3.00	£5.00
Doverhay	80p	£1.50			£1.00	£2.00		
<b>DUNSTER</b>								
Dunster Steep		£1.50	£2.50	£4.70		£2.00	£3.00	£5.00
Park Street	80p	£1.50	£2.50	£4.70	£1.00	£2.00	£3.00	£5.00
<b>WILLITON</b>								
Central	80p	£1.50	£2.50	£4.70	£1.00	£2.00	£3.00	£5.00
<b>WATCHET</b>								
Anchor Street	80p	£1.50	£2.50	£4.70	£1.00	£2.00	£3.00	£5.00
Market Street	80p	£1.50	£2.50	£4.70	£1.00	£2.00	£3.00	£5.00
Swain Street	80p	£1.50	£2.50	£4.70	£1.00	£2.00	£3.00	£5.00
Harbour Road	80p	£1.50	£2.50	£4.70	£1.00	£2.00	£3.00	£5.00
West Pier	80p	£1.50	£2.50	£4.70	£1.00	£2.00	£3.00	£5.00
<b>DULVERTON</b>								
	Up to 1hr	Up to 2hrs	Up to 3hrs	All day	Up to 1hr	Up to 2hrs	Up to 3hrs	All day
Lion Stables	£0.70	£1.50	£2.00	£4.50	£0.70	£1.50	£2.00	£4.50

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<b>Guildhall</b>	£0.70	£1.50	£2.00	£4.50	£0.70	£1.50	£2.00	£4.50
<b>Exmoor House</b>	£0.70	£1.50	£2.00	£4.50	£0.70	£1.50	£2.00	£4.50

<b>Shopper 1 permit TDBC</b>	
Six months	£990.00
Annual	£1980.00
<b>Shopper 2 permit TDBC</b>	
Six months	£770.00
Annual	£1540.00
<b>Commuter permit TDBC</b>	
Six months	£660.00
Annual	£1320.00
<b>Wellington permit TDBC</b>	
Six months	£300.00
Annual	£600.00
<b>Shopper Permit (WSC area)</b>	
Annual	£40.00
<b>Named Car Park Permits (WSC area)</b>	
Six months	£150.00
Annual	£195.00
<b>Business Permits (WSC area)</b>	
Six months	£210.00
Annual	£385.00
<b>District Permits (WSC area)</b>	
Before 10:00 am (annual)	£25.00
Weekly	£25.00
Six monthly	£170.00
Annual	£300.00
<b>Parson Street (WSC area)</b>	
Annual	£150.00

There are not considered to be any material increases in operating costs and as such there is no identified impact on the budget.

**END**  
**Chris Hall**



## Appendix N

### **Somerset West and Taunton – Fees and Charges 2019/20 Hire and sponsorship of Open Spaces, Parks, roundabouts, and plant beds**

TDBC charged a fee since 2006 for the hire of its parks and open spaces for events. This report proposes that Somerset West and Taunton continue with the fees as previously set and as a result it is a no change report.

Any services required for an event for example electricity are charged in addition to the basic hire fee. Currently friends groups, who are raising funds to put back into the parks are not charged a hire fee. Registered charities benefit from a reduction in the advertised rate of 20%.

Charges for roundabout sponsorship and plant beds have been inconsistently applied and this report seeks to resolve this with a clear and transparent schedule.

#### **Destination Sites**

Site	Daily hire fee 2019/20 £
Vivary Park	1,100.00
Wellington Park	720.00
Wilton Lands	280.00

#### **Neighbourhood sites**

Site	Daily hire fee 2019/20 £
Castle Green	200.00
Dobree Park	200.00
French Weir Park	200.00
Goodland Gardens	200.00
Hamilton Park	200.00
Somerset Square	200.00
Taunton Green	200.00
Victoria Park	200.00
Wellington Playing Field	200.00
Longrun Meadow	200.00

#### **Local sites**

Site	Daily hire fee 2019/20 £
Cotford St Luke Recreation Ground	107.00
Galmington Playing Field	107.00
Gordon Hawkins Playing Field	107.00

## Appendix N

Greenway Recreation Ground	107.00
Higher Holway	107.00
Hudson Way	107.00
Lyngford Park	107.00
Moorfields	107.00
Priorswood Playing Field	107.00
Roughmoor	107.00
Weirfield Green	107.00
Wellington Recreation Ground	107.00

Flexible hire for small scale fitness activities of less than 50 people for less than 2 hours per session at £200 for 12 months for a single park, or £300 for 12 months for up to 5 locations. A flexible hire is offered to support businesses wanting to operate instructor lead fitness activities such as military style boot camps, outdoor yoga, etc.

The decision has been made not to introduce charges for park run.

### **Additional Charges**

In addition to the daily basic hire charge a separate fixed price of £55 is payable for hire and events to cover the extensive necessary administration tasks involved in checking the application and raising the Permit to Use the Land. This work is carried out in order to indemnify the Council.

Use of onsite electricity and water supplies will be charged at a unit cost where utilised.

A refundable damage deposit will also be requested, the rate to be set by an authorised officer of the council, dependant on the type of event.

Additional commercial services requested of the Open Spaces team will be charged at the appropriate chargeable rates.

### **Roundabout sponsorship**

All roundabouts will be charged on the basis of the number of advertising / sponsorship signs that are placed. The rate per sign has been established following research into other southwest council charges. It is proposed that the charge is based upon the number of sponsorship / advertising signs that are permitted on the roundabout rather than a set rate per roundabout.

Roundabouts would have only one sponsor at any one time and would cover a period of 12months.

Each sign permitted on a major road would be £800pa and £600pa on a minor road. With a roundabout typically serving 3 or more junctions it would therefore have 3 or more signs. We consider this to be good value based on the number of views each sign will get from passing motorists.



## **Appendix N**

The charge above does not cover the provision of the signs which are a further cost of £100.00 per sign. Signs are limited in size and the service will have final say over the design and wording of the sign.

### **Planting beds**

We occasionally receive request for sponsorship / advertising on flower beds, this charging schedule makes a move towards proactive marketing of these areas and seeks to test the markets interest and affordability. The cost of a planning bed will be less than roundabout sponsorship based on the volume of people that would see it. The charge is dependent on bed size as follows:

Bed area up to 9m <sup>2</sup>	£200
Bed area of 10 – 15m <sup>2</sup>	£300
Bed area greater than 15m <sup>2</sup>	£400

### **Proposed Discounts**

Currently the Friends groups are not charged to hire their particular open space or park. It is proposed that this continues in recognition of the good work done by the various groups in raising the profile of their parks, maintaining the profile and putting funding back into the park, by raising funds and applying for grants not available to TDBC.

Registered charities are charged a discounted fee. This discount is 20% across all fees identified in this report.

### **Finance implications**

The proposed rates to apply to all bookings and new sponsorships from 1 April 2019. As this is a no change report there are no increases to the MTFP

**END**

**Chris Hall**  
**Localities Manager**



## Somerset West and Taunton

### Shadow Executive – 6 December 2018

#### Draft 2019/20 Budget Progress and Initial Budget Options

This matter is the responsibility of the Leader of the Council, Councillor John Williams

Report Author: Andy Stark, Interim Financial Services Manager and Deputy S151 Officer

#### 1 Executive Summary

- 1.1 The purpose of this report is to provide Members with an update on progress with regard to Budget Setting for 2019/20; the latest Medium Term Financial Plan (MTFP) forecasts, and the areas to be finalised.
- 1.2 The Council's current MTFP projects a balanced budgetary position for 2019/20, but with a Budget Gap rising to £343k by 2023/24.
- 1.3 There remain a number of areas where budget forecasts are to be finalised therefore there is potential for the estimated Gap to change, and this will be reported to Members as the budget process progresses.

#### 2 Recommendations

- 2.1 Shadow Executive is recommended to note the latest Medium Term Financial Plan forecasts, and the areas to be finalised.
- 2.2 Shadow Executive is requested to comment and offer any further suggestions for budget review/savings.

#### 3 Risk Assessment

##### Risk Matrix

Description	Likelihood	Impact	Overall
Risk: The Council fails to set a balanced budget and cannot fund its priorities and objectives.	Feasible 3	Major 4	Score 12
<i>Mitigation: The Council is currently projecting a balanced budget for 2019/20, subject to Council decisions in February 2019, which includes Council Tax assumptions and fees and charges increases and having delivered substantial savings through transformation.</i>	<i>Unlikely</i> 2	<i>Major</i> 4	<i>Score</i> 8

### Risk Scoring Matrix

<b>Likelihood</b>	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

<b>Impact</b>		
<b>Likelihood of risk occurring</b>	<b>Indicator</b>	<b>Chance of occurrence</b>
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 Overview of 2019/20 Draft Budget Estimates and MTFP

- 4.1 At the Shadow Executive meeting on 26 September 2018 a report provided Members with an initial draft on producing a 2019/20 budget for the new Somerset West and Taunton Council including a Medium Term Financial Plan and overall Financial Strategy. This report was previously shared with and reviewed by the Shadow Scrutiny Committee on 18 September 2018.
- 4.2 Since this report, finance officers have undertaken a thorough review of all existing budgets including reviewing the underspends and overspends identified at outturn for 2017/18 to establish if there are any ongoing savings or spending pressures that needed to be taken into account for the 2019/20. This exercise has identified a number of changes to the base budget that need to be incorporated although the overall impact is not significant. In addition, financial projections have been updated for detailed estimates related to service costs and funding based on information available to date.
- 4.3 The previous MTFP Summary showed that there was a broadly balanced position up to 2021/22 with a predicted budget gap of £407k by 2023/24. In overall terms, the position on the MTFP has not changed significantly since the report in September.

<b>Table 1 – Previous Budget Gap Projections as at September 2018</b>	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k
Budget Gap Increase	-43	78	16	254	102
Budget Gap Total	-43	35	51	305	407

- 4.4 The table below summarises the changes to the Budget Gap since September, which is currently estimated as a small surplus of 71k, but which contains several unknowns at this stage of the process:

**Table 2 - Summary 2019/20 Budget Gap Reconciliation**

	£k	£k
<b>2019/20 Budget Gap as reported to Shadow Executive September 2018</b>		<b>-43</b>
<b>Service Cost Pressures:</b>		
Additional Inflation	7	
Review of Base Budgets	37	
Additional technology operating costs	62	
<b>Subtotal – Service Cost Pressures</b>		<b>106</b>
<b>Service Cost Savings:</b>		
Reduced Capital Financing Costs	-27	
Review of Fees and Charges	-64	
<b>Subtotal – Service Cost Savings</b>		<b>-91</b>
<b>Higher Council Tax Base (estimate of Band D Equivalents)</b>		<b>-43</b>
<b>2019/20 Latest Budget Gap Estimate November 2018</b>		<b>-71</b>

- 4.5 As a result of the above changes the up to date estimated budget gap for 2019/20 stands at £71k (surplus), with a projected gap of £343k in 2023/24 as shown below.

**Table 3 - Budget Gap Projections as at November 2018**

	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k
Budget Gap Increase	-71	132	71	57	154
Budget Gap Total	-71	61	132	189	343

- 4.6 The following table sets out a summary of the Medium Term Financial Plan for Somerset West and Taunton. This is based on the current estimate of costs and predicted funding and will continue to be updated.

**Table 4 – MTFP Summary 2018/19 to 2023/24**

	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Services Costs	14,842,723	13,916,633	14,382,119	14,972,297	15,774,467	16,490,707
Net Financing Costs	517,030	383,040	342,400	306,760	309,870	312,980
SRA Contribution	96,981	98,524	100,100	101,702	103,329	104,982
Special Expenses	45,534	46,171	46,818	47,473	48,138	48,812
Earmarked Reserves-Growth	3,172,576	2,999,157	3,306,746	3,013,751	2,932,517	2,897,800
Earmarked Reserves-Other	-215,487	1,028,134	380,734	383,334	135,934	138,534

General Reserves	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>18,459,357</b>	<b>18,471,659</b>	<b>18,558,917</b>	<b>18,825,317</b>	<b>19,304,255</b>	<b>19,993,815</b>
Retained Business Rates	-5,556,147	-5,538,970	-4,896,653	-4,999,106	-5,096,442	-5,188,934
Business Rates prior year deficit	541,689	0	0	0	0	0
Revenue Support Grant	-449,981	-6,340	0	0	0	0
Rural Services Delivery Grant	-241,506	-193,801	-193,801	-193,801	-193,801	-193,801
New Homes Bonus	-3,960,977	-3,719,157	-3,906,746	-3,563,751	-3,432,517	-3,397,800
Council Tax	-8,533,943	-8,939,605	-9,354,180	-9,787,916	10,241,447	10,716,043
Council Tax–SRA	-96,981	-98,524	-100,100	-101,702	-103,329	-104,982
Council Tax–Special Expenses	-45,534	-46,171	-46,818	-47,473	-48,138	-48,812
Council Tax prior year surplus	-115,977	0	0	0	0	0
<b>Net Funding</b>	<b>18,459,357</b>	<b>18,542,568</b>	<b>18,498,298</b>	<b>18,693,749</b>	<b>19,115,674</b>	<b>19,650,372</b>
<b>Budget Gap</b>	0	-70,909	60,619	131,568	188,581	343,443
Gap – Change on Previous Year	0	-70,909	131,528	70,949	57,013	154,862

## 5 Fees and Charges for 2019/20

- 5.1 A separate report is included on the agenda for this Committee. This contains proposals in respect of Fees and Charges for 2019/20 that, if approved, would add approximately £64k to General Fund income budget estimates for 2019/20.
- 5.2 Fees and Charges are due to be considered for approval by Shadow Executive on 6th December 2018 and Shadow Council on 17th December 2018, following review by this Committee.

## 6 Council Tax

- 6.1 The assumptions that we used in the previous report have not changed. For financial planning purposes it has been assumed that the initial ‘harmonised’ basic Band D rate for 2019/20 will be £157.88 (the lower TDBC rate of £152.88 increased by £5) plus the Somerset Rivers Authority supplement. Thereafter, the Medium Term Financial Plan reflects a financial planning assumption that Council Tax charges will increase by 2.99% each year from 2020/21.

**Table 5 - Council Tax Increase Example Scenarios for 2019/20**

*Assumes Tax Base of 56,622.8 per Indicative MTFP Estimate*

Council Tax Increase	Band D Tax Per Year £	Band D Increase Per Year £	Basic Council Tax Income £	Additional Income £
0.00%	152.88	0.00	8,656,491	0
1.00%	154.40	1.52	8,742,557	86,066
3.27% (MTFP assumption)	157.88	5.00	8,939,605	283,114

## 7 New Homes Bonus

- 7.1 The forecast of New Homes Bonus Grant has been updated to reflect the recent

October 2018 Council Tax Base return. The net change in housing stock is higher than previously forecast resulting in more funding towards the growth programme. This is reflected in the table below:-

**Table 5 – Forecast of New Homes Bonus Grant Funding**

	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Annual Budget	720,000	600,000	550,000	500,000	500,000
Growth Programme	2,839,400	3,116,200	2,813,800	2,732,600	2,857,600
Change from previous forecast	159,800	190,500	200,000	199,900	40,200
<b>Total</b>	<b>3,719,200</b>	<b>3,906,700</b>	<b>3,363,800</b>	<b>3,232,600</b>	<b>3,397,800</b>

## 8 Areas Still to be Completed

- 8.1 The **Business Rates Retention** provisional estimates will be completed soon – the deadline for the budget return (NNDR1) to Government is 31 January 2019. This is a complex calculation and subject to change following the Provisional Local Government Finance Settlement. A number of items were included in the Chancellor’s Budget Autumn Statement which will impact on business rates calculations for some individual rate payers. Any impact as a result of these government policy changes on the rates collected and therefore the funding received by local authorities, will be compensated through receipt of S31 Grant.
- 8.2 Budget holders have been asked to put forward their **Capital Bids** for 2019/20. These will be presented to Shadow Scrutiny at the next meeting. We are mindful that although Capital in nature many schemes have revenue implications which may add to the budget requirement for 2019/20 and subsequent years.
- 8.3 Budget reorganisation – the finance team are currently leading a major exercise to restructure the draft budgets to reflect the new operating model being implemented through the transformation programme. This will be different to the previous presentations and formats used by TDBC and WSC – which were themselves different to each other.

## 9 Other Factors

- 9.1 **Business Rates 75% Retention Pilot** – The Somerset county area has presented an application to MHCLG to update the Somerset Pool for business rates comprising the County and all four districts (reflecting the new council replacing TDBC and WSC), and apply for 75% Retention Pilot status. We believe we have a robust business case and that by pooling with our district partners and the County Council we can achieve significant increases in

retained business rates. We are one of a number of bids and we expect to hear whether we have been successful when we receive the Provisional Settlement on 6th December. We will revisit our forecasts at this time.

## 10 Risk, Opportunities and Uncertainty

10.1 Ongoing risks and uncertainty for the budget at this stage include:

- a) **Local Government Finance Settlement (LGFS)** – following the Autumn Statement on 29th October, we await the Provisional Settlement in December. Whilst the multi-year settlement has been confirmed there may be other details released with the Provisional LGFS that we will need to reflect in our forecasts. The funding projections within the financial plan are based on the current multi-year Finance Settlement which covers the four year period to 2019/20. There is significant uncertainty beyond then.
- b) **New Homes Bonus (NHB)** – the housing growth baseline (the rate of housing growth that does not attract NHB Grant) is currently 0.4% but is expected to increase in 2019/20. The increase will be set out in the **2019/20 Finance Settlement**. In addition, in respect of 2020 onwards the Government has indicated its intention to “explore how to incentivise housing growth most effectively, for example by using the Housing Delivery Test results to reward delivery or incentivising plans that meet or exceed local housing need.” Government will consult widely on any changes prior to implementation, and it is assumed this will be implemented within the **2020/21 Finance Settlement**.
- c) **Council Tax** – MTFP is based on an assumption of a harmonised tax rate with an increase of £5 on the 2018/19 TDBC band D council tax.
- d) **Fees & Charges** – Currently going through the committee process and therefore not yet been approved. The Report is included alongside this budget report.
- e) **Capital Programme** – options for a Draft Capital Programme are being compiled – any spending proposals could contain further revenue budget implications e.g. RCCO or borrowing costs.
- f) **Transformation and New Council Savings** – The MTFP assumes that all the business case savings will be delivered in full.
- g) **Transformation and transition costs** – these are subject to updated estimates (as per separate report considered on this agenda). This report also highlights the potential of an additional revenue savings target to reduce the budget gap alongside planned use of reserves to meet additional costs of transformation.
- h) **Leisure Services** – contract procurement is underway with new contract commencing August 2019 and may change the base budget requirement
- i) **Waste Services** – contract procurement is underway and may change base budget requirement
- j) - **Future letting of space** in Deane House could raise additional income
- k) - **Cuts to services at SCC** may have knock on effect to demand for our services
- l) - **Commercial agenda** – MTFP does not yet include financial benefits from planned hotel development on Firepool



- m) - **Commercial agenda** – Transformation business case also recognised the ambition to be more commercial, which could lead to further income generation opportunities
- n) - **Business rates pooling** – not relied upon for budget, so gains would provide a windfall for members to prioritise on things that will improve financial position of the council and/or further our growth ambitions
- o) – **Brexit** – there may be unforeseen cost or service pressures
- p) - **Review of minimum reserves** - requirement to be completed

## **11 Housing Revenue Account (HRA)**

- 11.1 The HRA Budget for 2019/20 is currently being developed, and will be shared with Tenant Services Management Board and Tenants Forum for comment.
- 11.2 Details of progress on the HRA Budget estimates will be included in the report to Shadow Scrutiny in January. This will be presented alongside an updated overview of the 30-Year Business Plan.

## **12 Links to Corporate Aims / Priorities**

- 12.1 The Council's MTFP underpins all Corporate Aims.

## **13 Legal Implications**

- 13.1 S.32 of the Local Government Finance Act 1992 sets out in detail how the Council must calculate its budget by estimating gross revenue expenditure, net income, and the council tax needed to balance the budget; s.25 of the Local Government Act 2003 requires the Chief Finance Officer (Interim S151 Officer for this Shadow Council) to report on the robustness of the budget-setting estimates and the adequacy of the proposed financial reserves.

## **14 Environmental Impact Implications**

- 14.1 None for the purpose of this report.

## **15 Equality and Diversity Implications**

- 15.1 Members need to demonstrate they have consciously thought about the three aims of the Public Sector Equality Duty as part of the decision making process. The three aims the authority must have due regard for:
  - Eliminate discrimination, harassment, victimisation
  - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
  - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- 15.2 As there are no specific policy or financial changes included in the draft budget estimates no Equalities Impact Assessments are required at this stage. EIAs are included within the Fees and Charges report where appropriate.

## **16 Social Value Implications**

16.1 None for the purpose of this report.

## **17 Partnership Implications**

17.1 The Council's budget includes significant expenditure on services provided by other key partners such as Somerset Waste Partnership, SHAPE Legal Partnership and Somerset Building Control Partnership.

## **18 Health and Wellbeing Implications**

18.1 None for the purposes of this report. Any relevant information and decisions with regard to health and wellbeing will be reported as these emerge through the financial planning process.

## **19 Asset Management Implications**

19.1 None directly for the purposes of this report. The financial implications associated with asset management will be reflected within the Council's corporate and financial planning arrangements.

## **20 Consultation Implications**

20.1 None for the purposes of this report.

## **21 Scrutiny Comments/Recommendations**

21.1 These will be tabled separately at the meeting

### **Democratic Path:**

- **Shadow Scrutiny – Yes**
- **Shadow Executive – Yes**
- **Council – No (final budget to be presented to Council in February 2019)**

**Reporting Frequency: Ad-hoc**

### **Contact Officers**

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# Agenda Item 11

## SHADOW EXECUTIVE FORWARD PLAN 2018-19

Meeting	DRAFT AGENDA ITEMS	LEAD OFFICER
6 December 2018	<ul style="list-style-type: none"> <li>• Draft 2019/2020 Budget Progress Report and Initial Budget Options</li> <li>• Draft 2019/2020 Fees and Charges</li> <li>• Somerset Housing Strategy</li> <li>• SWP Business Plan</li> <li>• New Council Branding</li> <li>• Implementation Plan for Somerset West and Taunton Council</li> </ul>	<p>Andrew Stark</p> <p>Andrew Stark Mark Leeman Chris Hall R. Hillier</p> <p>Paul Harding</p>
22 January 2019	<ul style="list-style-type: none"> <li>• Leisure Operator Procurement Project</li> <li>• North Taunton Woolaway Project</li>   <li>• Assets of Community Value Process</li> <li>• Employment Procedure Appointments/ SWAP Directorship</li> <li>• Liddymore Farm Project</li> </ul>	<p>Steve Hughes Jo Humble and Rachel Searle Matt Parr P. Fitzgerald/C. Fraser</p> <p>J. Souter</p>
11 February 2019	<ul style="list-style-type: none"> <li>• 2019/2020 Treasury Strategy, Investment Strategy, Prudential Indicators, Minimum Revenue Provision Policy</li> <li>• 2019/2020 Capital Strategy</li> <li>• 2019/2020 General Revenue Budget and Capital Programme</li> <li>• 2019/2020 Housing Revenue Account Budget and Capital Programme, including Housing Rents</li> </ul>	<p>Andrew Stark</p> <p>Andrew Stark Andrew Stark</p> <p>Andrew Stark</p>
26 March 2019	<ul style="list-style-type: none"> <li>• Social Value – Revised Policy and Procedures</li> </ul>	<p>Mark Leeman</p>
23 April 2019		

