

# South Somerset District Council



PLEASE BRING TO DISTRICT EXECUTIVE  
AND FULL COUNCIL

## **BUDGET BOOKLET 2016/17**



**This booklet sets out the revenue  
and capital budgets for 2016/17**

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**APPENDIX A**

<b>2016/17 REVENUE BUDGET SUMMARY</b>	<b>Above the Line 2015/16 Original Budget £000's</b>	<b>Pay &amp; Price Inflation £000's</b>	<b>Unavoidable Budget Pressures £000's</b>	<b>Virements £000's</b>	<b>Savings £000's</b>	<b>Revenue Effects of Capital £000's</b>	<b>Approved Once Off £000's</b>	<b>Above the Line 2016/17 Original Budget £000's</b>
<b>District Executive</b>								
<b>Chief Executive</b>								
Strategic Management	647.0	12.9	0.0	(0.4)	(115.1)	0.0	33.1	577.5
Financial & Corporate Services	2,957.8	247.7	227.0	21.8	(238.5)	71.1	(35.6)	3,251.3
Legal services & Corporate Services	1,462.0	11.1	10.0	(0.6)	(73.3)			1,409.2
<b>Strategic Director-Place &amp; Performance</b>								
Place & Performance	116.9	5.7			(12.0)			110.6
Economy	1,315.4	61.3	4.6	(7.9)	(153.8)			1,219.6
Communities	1,333.8	30.3	3.0	(1.9)	(29.5)			1,335.7
<b>Strategic Director-Operations &amp; Customer Focus</b>								
Operation & Customer Focus	477.4	6.1	(1.5)		(28.5)			453.5
Environment	6,846.2	114.9	30.3	(7.5)	(411.9)			6,572.0
Health & Wellbeing	2,233.1	47.0		(3.5)	(171.8)		257.1	2,361.9
<b>Total SSDC Revenue Budgets</b>	<b>17,389.6</b>	<b>537.0</b>	<b>273.4</b>	<b>0.0</b>	<b>(1,234.4)</b>	<b>71.1</b>	<b>254.6</b>	<b>17,291.3</b>
<b>Financed By</b>								
Revenue Support Grant	2,709.4							1,675.5
Rural Services Delivery Grant								165.3
Transition Grant								57.2
Business Rate Retention	3,328.4							
Business Rate Income								17,993.5
Business Rate Tariff								(14,065.3)
Business Rates Collection Fund Deficit net of S31 Grant								(2,643.6)
Business Rates Contribution from Volatility Fund								621.2
Estimated Business Rates Safety Net Contribution From Somerset Pool								179.0
New Burdens Grant	25.6							
New Homes Bonus to support Revenue	2,866.3							3,000.0
Surpluses on Collection Fund	163.0							189.6
Council Tax	8,442.9							8,926.5
Council Tax Reduction Scheme Grant passed to Town & Parish Councils	(351.4)							(314.1)
Council Tax funding from Central Government 2015/16	93.6							
Council Tax Funding for Somerset Rivers Authority								(108.5)
Once offs funded from Revenue Balances	111.8							1,615.0
<b>Total Financing</b>	<b>17,389.6</b>							<b>17,291.3</b>

## 2016-17 Budget Detail

## APPENDIX B

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>Chief Executive/ Strategic Director (Corporate Services)</b>											
<b>STRATEGIC MANAGEMENT</b>											
<b>Chief Executive : Rina Singh/Vega Sturgess</b>											
MANAGEMENT BOARD	Expenditure	662,060	12,890	0	0	(15,380)	(115,100)	0	0	33,100	577,570
	Income	(15,000)	0	0	0	15,000	0	0	0	0	0
<b>Portfolio Holder : Cllr Ric Pallister</b>	<b>TOTAL</b>	<b>647,060</b>	<b>12,890</b>	<b>0</b>	<b>0</b>	<b>(380)</b>	<b>(115,100)</b>	<b>0</b>	<b>0</b>	<b>33,100</b>	<b>577,570</b>
<b>TOTAL STRATEGIC MANAGEMENT</b>	<b>Expenditure</b>	<b>662,060</b>	<b>12,890</b>	<b>0</b>	<b>0</b>	<b>(15,380)</b>	<b>(115,100)</b>	<b>0</b>	<b>0</b>	<b>33,100</b>	<b>577,570</b>
	<b>Income</b>	<b>(15,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>647,060</b>	<b>12,890</b>	<b>0</b>	<b>0</b>	<b>(380)</b>	<b>(115,100)</b>	<b>0</b>	<b>0</b>	<b>33,100</b>	<b>577,570</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>FINANCE &amp; CORPORATE SERVICES</b>											
Assistant Director : Donna Parham											
<b>FINANCIAL SERVICES</b>											
Service Manager :											
AUDIT	Expenditure	105,540	0	0	0	0	(10,000)	0	0	0	95,540
	Income	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>105,540</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>95,540</b>
CORPORATE COSTS	Expenditure	1,650,170	194,440	24,310	(50)	22,700	(112,460)	0	0	(10,000)	1,769,110
	Income	(636,580)	0	(1,320)	60,000	0	(87,100)	0	0	0	(665,000)
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>1,013,590</b>	<b>194,440</b>	<b>22,990</b>	<b>59,950</b>	<b>22,700</b>	<b>(199,560)</b>	<b>0</b>	<b>0</b>	<b>(10,000)</b>	<b>1,104,110</b>
FINANCIAL SERVICES AND ASSET MANAGEMENT	Expenditure	732,380	16,390	0	37,000	0	(1,070)	0	0	0	784,700
	Income	(32,440)	0	2,060	0	0	(5,000)	0	0	0	(35,380)
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>699,940</b>	<b>16,390</b>	<b>2,060</b>	<b>37,000</b>	<b>0</b>	<b>(6,070)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>749,320</b>
TREASURY MANAGEMENT	Expenditure	59,090	1,000	0	0	0	0	0	0	0	60,090
	Income	(461,320)	0	(100,000)	0	0	2,700	62,600	0	0	(496,020)
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>(402,230)</b>	<b>1,000</b>	<b>(100,000)</b>	<b>0</b>	<b>0</b>	<b>2,700</b>	<b>62,600</b>	<b>0</b>	<b>0</b>	<b>(435,930)</b>
<b>TOTAL FINANCIAL SERVICES</b>	<b>Expenditure</b>	<b>2,547,180</b>	<b>211,830</b>	<b>24,310</b>	<b>36,950</b>	<b>22,700</b>	<b>(123,530)</b>	<b>0</b>	<b>0</b>	<b>(10,000)</b>	<b>2,709,440</b>
	<b>Income</b>	<b>(1,130,340)</b>	<b>0</b>	<b>(99,260)</b>	<b>60,000</b>	<b>0</b>	<b>(89,400)</b>	<b>62,600</b>	<b>0</b>	<b>0</b>	<b>(1,196,400)</b>
	<b>TOTAL</b>	<b>1,416,840</b>	<b>211,830</b>	<b>(74,950)</b>	<b>96,950</b>	<b>22,700</b>	<b>(212,930)</b>	<b>62,600</b>	<b>0</b>	<b>(10,000)</b>	<b>1,513,040</b>
<b>ICT SERVICES</b>											
Service Manager : Roger Brown											
INFORMATION SYSTEMS	Expenditure	975,020	17,990	18,220	0	(380)	(7,360)	8,500	0	0	1,011,990
	Income	(20,770)	0	0	4,000	0	0	0	0	0	(16,770)
<b>Portfolio Holder : Cllr Henry Hobhouse</b>	<b>TOTAL</b>	<b>954,250</b>	<b>17,990</b>	<b>18,220</b>	<b>4,000</b>	<b>(380)</b>	<b>(7,360)</b>	<b>8,500</b>	<b>0</b>	<b>0</b>	<b>995,220</b>
<b>TOTAL INFORMATION SYSTEMS</b>	<b>Expenditure</b>	<b>975,020</b>	<b>17,990</b>	<b>18,220</b>	<b>0</b>	<b>(380)</b>	<b>(7,360)</b>	<b>8,500</b>	<b>0</b>	<b>0</b>	<b>1,011,990</b>
	<b>Income</b>	<b>(20,770)</b>	<b>0</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(16,770)</b>
	<b>TOTAL</b>	<b>954,250</b>	<b>17,990</b>	<b>18,220</b>	<b>4,000</b>	<b>(380)</b>	<b>(7,360)</b>	<b>8,500</b>	<b>0</b>	<b>0</b>	<b>995,220</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>PROCUREMENT &amp; RISK MANAGEMENT</b> Service Manager : Gary Russ											
PROCUREMENT & RISK MANAGEMENT	Expenditure	157,860	1,940	0	0	11,800	(10,000)	0	0	0	161,600
	Income	(13,680)	0	0	0	(11,800)	0	0	0	0	(25,480)
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>144,180</b>	<b>1,940</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>136,120</b>
<b>TOTAL PROCUREMENT &amp; RISK MANAGEMENT</b>	<b>Expenditure</b>	<b>157,860</b>	<b>1,940</b>	<b>0</b>	<b>0</b>	<b>11,800</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>161,600</b>
	<b>Income</b>	<b>(13,680)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(11,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(25,480)</b>
	<b>TOTAL</b>	<b>144,180</b>	<b>1,940</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>136,120</b>
<b>REVENUES &amp; BENEFITS</b> Service Manager : Ian Potter											
REVENUES & BENEFITS	Expenditure	1,564,230	72,710	0	0	(570)	(8,250)	0	0	(25,600)	1,602,520
	Income	(299,470)	0	0	0	0	0	0	0	0	(299,470)
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>1,264,760</b>	<b>72,710</b>	<b>0</b>	<b>0</b>	<b>(570)</b>	<b>(8,250)</b>	<b>0</b>	<b>0</b>	<b>(25,600)</b>	<b>1,303,050</b>
HOUSING BENEFIT SUBSIDY	Expenditure	46,084,750	0	0	0	(2,134,480)	0	0	0	0	43,950,270
	Income	(46,906,960)	0	0	126,050	2,134,480	0	0	0	0	(44,646,430)
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>(822,210)</b>	<b>0</b>	<b>0</b>	<b>126,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(696,160)</b>
<b>TOTAL REVENUES AND BENEFITS</b>	<b>Expenditure</b>	<b>47,648,980</b>	<b>72,710</b>	<b>0</b>	<b>0</b>	<b>(2,135,050)</b>	<b>(8,250)</b>	<b>0</b>	<b>0</b>	<b>(25,600)</b>	<b>45,552,790</b>
	<b>Income</b>	<b>(47,206,430)</b>	<b>0</b>	<b>0</b>	<b>126,050</b>	<b>2,134,480</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(44,945,900)</b>
	<b>TOTAL</b>	<b>442,550</b>	<b>72,710</b>	<b>0</b>	<b>126,050</b>	<b>(570)</b>	<b>(8,250)</b>	<b>0</b>	<b>0</b>	<b>(25,600)</b>	<b>606,890</b>
<b>TOTAL FINANCE &amp; CORPORATE SERVICES</b>	<b>Expenditure</b>	<b>51,329,040</b>	<b>304,470</b>	<b>42,530</b>	<b>36,950</b>	<b>(2,100,930)</b>	<b>(149,140)</b>	<b>8,500</b>	<b>0</b>	<b>(35,600)</b>	<b>49,435,820</b>
	<b>Income</b>	<b>(48,371,220)</b>	<b>0</b>	<b>(99,260)</b>	<b>190,050</b>	<b>2,122,680</b>	<b>(89,400)</b>	<b>62,600</b>	<b>0</b>	<b>0</b>	<b>(46,184,550)</b>
	<b>TOTAL</b>	<b>2,957,820</b>	<b>304,470</b>	<b>(56,730)</b>	<b>227,000</b>	<b>21,750</b>	<b>(238,540)</b>	<b>71,100</b>	<b>0</b>	<b>(35,600)</b>	<b>3,251,270</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>LEGAL &amp; CORPORATE SERVICES</b>											
Assistant Director : Ian Clarke											
<b>DEMOCRATIC SERVICES</b>											
Service Manager : Angela Cox											
DEMOCRATIC & SUPPORT SERVICES	Expenditure	989,420	3,540	0	0	(14,200)	(26,680)	0	0	0	952,080
	Income	(8,420)	0	0	0	0	(1,000)	0	0	0	(9,420)
<b>Portfolio Holder : Cllr Carol Goodall</b>	<b>TOTAL</b>	<b>981,000</b>	<b>3,540</b>	<b>0</b>	<b>0</b>	<b>(14,200)</b>	<b>(27,680)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>942,660</b>
<b>TOTAL DEMOCRATIC &amp; SUPPORT SERVICES</b>	<b>Expenditure</b>	<b>989,420</b>	<b>3,540</b>	<b>0</b>	<b>0</b>	<b>(14,200)</b>	<b>(26,680)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>952,080</b>
	<b>Income</b>	<b>(8,420)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(9,420)</b>
	<b>TOTAL</b>	<b>981,000</b>	<b>3,540</b>	<b>0</b>	<b>0</b>	<b>(14,200)</b>	<b>(27,680)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>942,660</b>
<b>LEGAL SERVICES</b>											
Service Head : Angela Watson											
LEGAL SERVICES	Expenditure	505,140	15,320	560	0	3,390	(500)	0	0	0	523,910
	Income	(66,960)	0	80	0	0	(7,000)	0	0	0	(73,880)
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>438,180</b>	<b>15,320</b>	<b>640</b>	<b>0</b>	<b>3,390</b>	<b>(7,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,030</b>
LAND CHARGES	Expenditure	102,160	10,920	0	0	(50)	(1,500)	0	0	0	111,530
	Income	(428,170)	0	0	0	0	(10,000)	0	0	0	(438,170)
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>(326,010)</b>	<b>10,920</b>	<b>0</b>	<b>0</b>	<b>(50)</b>	<b>(11,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(326,640)</b>
RIGHTS OF WAY	Expenditure	45,850	(8,780)	0	0	(140)	(1,500)	0	0	0	35,430
	Income	(26,500)	0	0	10,000	0	0	0	0	0	(16,500)
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>19,350</b>	<b>(8,780)</b>	<b>0</b>	<b>10,000</b>	<b>(140)</b>	<b>(1,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,930</b>
<b>TOTAL LEGAL SERVICES</b>	<b>Expenditure</b>	<b>653,150</b>	<b>17,460</b>	<b>560</b>	<b>0</b>	<b>3,200</b>	<b>(3,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>670,870</b>
	<b>Income</b>	<b>(521,630)</b>	<b>0</b>	<b>80</b>	<b>10,000</b>	<b>0</b>	<b>(17,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(528,550)</b>
	<b>TOTAL</b>	<b>131,520</b>	<b>17,460</b>	<b>640</b>	<b>10,000</b>	<b>3,200</b>	<b>(20,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>142,320</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>FRAUD &amp; DATA MANAGEMENT</b>											
<b>Service Manager : Lynda Creek</b>											
FRAUD & DATA MANAGEMENT	Expenditure	65,620	(19,040)	0	0	10,430	(11,720)	0	0	0	45,290
	Income	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Peter Seib</b>	<b>TOTAL</b>	<b>65,620</b>	<b>(19,040)</b>	<b>0</b>	<b>0</b>	<b>10,430</b>	<b>(11,720)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45,290</b>
<b>TOTAL FRAUD &amp; DATA MANAGEMENT</b>	<b>Expenditure</b>	<b>65,620</b>	<b>(19,040)</b>	<b>0</b>	<b>0</b>	<b>10,430</b>	<b>(11,720)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45,290</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>65,620</b>	<b>(19,040)</b>	<b>0</b>	<b>0</b>	<b>10,430</b>	<b>(11,720)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45,290</b>
<b>HUMAN RESOURCES</b>											
<b>Service Manager : Mike Holliday</b>											
HUMAN RESOURCES	Expenditure	296,650	4,860	3,690	0	0	(13,430)	0	0	0	291,770
	Income	(12,840)	0	(30)	0	0	0	0	0	0	(12,870)
<b>Portfolio Holder : Cllr Ric Pallister</b>	<b>TOTAL</b>	<b>283,810</b>	<b>4,860</b>	<b>3,660</b>	<b>0</b>	<b>0</b>	<b>(13,430)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>278,900</b>
<b>TOTAL HUMAN RESOURCES</b>	<b>Expenditure</b>	<b>296,650</b>	<b>4,860</b>	<b>3,690</b>	<b>0</b>	<b>0</b>	<b>(13,430)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>291,770</b>
	<b>Income</b>	<b>(12,840)</b>	<b>0</b>	<b>(30)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(12,870)</b>
	<b>TOTAL</b>	<b>283,810</b>	<b>4,860</b>	<b>3,660</b>	<b>0</b>	<b>0</b>	<b>(13,430)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>278,900</b>
<b>TOTAL LEGAL &amp; CORPORATE SERVICES</b>	<b>Expenditure</b>	<b>2,004,840</b>	<b>6,820</b>	<b>4,250</b>	<b>0</b>	<b>(570)</b>	<b>(55,330)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,960,010</b>
	<b>Income</b>	<b>(542,890)</b>	<b>0</b>	<b>50</b>	<b>10,000</b>	<b>0</b>	<b>(18,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(550,840)</b>
	<b>TOTAL</b>	<b>1,461,950</b>	<b>6,820</b>	<b>4,300</b>	<b>10,000</b>	<b>(570)</b>	<b>(73,330)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,409,170</b>
<b>TOTAL CHIEF EXECUTIVE</b>	<b>Expenditure</b>	<b>53,995,940</b>	<b>324,180</b>	<b>46,780</b>	<b>36,950</b>	<b>(2,116,880)</b>	<b>(319,570)</b>	<b>8,500</b>	<b>0</b>	<b>(2,500)</b>	<b>51,973,400</b>
	<b>Income</b>	<b>(48,929,110)</b>	<b>0</b>	<b>(99,210)</b>	<b>200,050</b>	<b>2,137,680</b>	<b>(107,400)</b>	<b>62,600</b>	<b>0</b>	<b>0</b>	<b>(46,735,390)</b>
	<b>TOTAL</b>	<b>5,066,830</b>	<b>324,180</b>	<b>(52,430)</b>	<b>237,000</b>	<b>20,800</b>	<b>(426,970)</b>	<b>71,100</b>	<b>0</b>	<b>(2,500)</b>	<b>5,238,010</b>



Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>Strategic Director (Place &amp; Performance) : Rina Singh</b>											
<b>PLACE &amp; PERFORMANCE</b>											
<b>Service Manager : Rina Singh</b>											
POLICY & PERFORMANCE	Expenditure	116,870	5,660	0	0	0	(11,920)	0	0	0	110,610
	Income	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Ric Pallister</b>	<b>TOTAL</b>	<b>116,870</b>	<b>5,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(11,920)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110,610</b>
<b>TOTAL PLACE &amp; PERFORMANCE</b>	<b>Expenditure</b>	<b>116,870</b>	<b>5,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(11,920)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110,610</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>116,870</b>	<b>5,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(11,920)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110,610</b>
<b>ECONOMY</b>											
<b>Assistant Director : Martin Woods</b>											
<b>ECONOMIC DEVELOPMENT</b>											
<b>Service Manager : David Julian</b>											
ECONOMIC DEVELOPMENT	Expenditure	647,300	10,440	0	4,600	(29,990)	(16,120)	0	0	0	616,230
	Income	(405,210)	(7,710)	0	0	29,520	(66,000)	0	0	0	(449,400)
<b>Portfolio Holder : Cllr Jo Roundell-Greene</b>	<b>TOTAL</b>	<b>242,090</b>	<b>2,730</b>	<b>0</b>	<b>4,600</b>	<b>(470)</b>	<b>(82,120)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>166,830</b>
TOURISM	Expenditure	198,600	1,620	40	0	(190)	0	0	0	0	200,070
	Income	(81,050)	0	0	0	0	0	0	0	0	(81,050)
<b>Portfolio Holder : Cllr Jo Roundell-Greene</b>	<b>TOTAL</b>	<b>117,550</b>	<b>1,620</b>	<b>40</b>	<b>0</b>	<b>(190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>119,020</b>
HERITAGE	Expenditure	58,210	410	0	0	0	0	0	0	0	58,620
	Income	(620)	0	0	0	0	(2,500)	0	0	0	(3,120)
<b>Portfolio Holder : Cllr Nick Weeks</b>	<b>TOTAL</b>	<b>57,590</b>	<b>410</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55,500</b>
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>Expenditure</b>	<b>904,110</b>	<b>12,470</b>	<b>40</b>	<b>4,600</b>	<b>(30,180)</b>	<b>(16,120)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>874,920</b>
	<b>Income</b>	<b>(486,880)</b>	<b>(7,710)</b>	<b>0</b>	<b>0</b>	<b>29,520</b>	<b>(68,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(533,570)</b>
	<b>TOTAL</b>	<b>417,230</b>	<b>4,760</b>	<b>40</b>	<b>4,600</b>	<b>(660)</b>	<b>(84,620)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>341,350</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>DEVELOPMENT CONTROL</b>											
<b>Service Manager : David Norris</b>											
DEVELOPMENT CONTROL	Expenditure	1,520,920	40,430	0	0	(5,900)	(17,660)	0	0	0	1,537,790
	Income	(1,196,950)	0	0	0	0	(50,000)	0	0	0	(1,246,950)
<b>Portfolio Holder : Cllr Angie Singleton</b>	<b>TOTAL</b>	<b>323,970</b>	<b>40,430</b>	<b>0</b>	<b>0</b>	<b>(5,900)</b>	<b>(67,660)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>290,840</b>
<b>TOTAL DEVELOPMENT CONTROL</b>	<b>Expenditure</b>	<b>1,520,920</b>	<b>40,430</b>	<b>0</b>	<b>0</b>	<b>(5,900)</b>	<b>(17,660)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,537,790</b>
	<b>Income</b>	<b>(1,196,950)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(50,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,246,950)</b>
	<b>TOTAL</b>	<b>323,970</b>	<b>40,430</b>	<b>0</b>	<b>0</b>	<b>(5,900)</b>	<b>(67,660)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>290,840</b>
<b>SPATIAL POLICY</b>											
<b>Service Manager : Paul Wheatley</b>											
PLANNING POLICY	Expenditure	297,650	12,080	0	0	(5,790)	(1,480)	0	0	0	302,460
	Income	(8,160)	0	0	0	5,600	0	0	0	0	(2,560)
<b>Portfolio Holder : Cllr Angie Singleton</b>	<b>TOTAL</b>	<b>289,490</b>	<b>12,080</b>	<b>0</b>	<b>0</b>	<b>(190)</b>	<b>(1,480)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>299,900</b>
TRANSPORT	Expenditure	40,890	(430)	0	0	(190)	0	0	0	0	40,270
	Income	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Henry Hobhouse</b>	<b>TOTAL</b>	<b>40,890</b>	<b>(430)</b>	<b>0</b>	<b>0</b>	<b>(190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,270</b>
<b>TOTAL SPACIAL POLICY</b>	<b>Expenditure</b>	<b>338,540</b>	<b>11,650</b>	<b>0</b>	<b>0</b>	<b>(5,980)</b>	<b>(1,480)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>342,730</b>
	<b>Income</b>	<b>(8,160)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,560)</b>
	<b>TOTAL</b>	<b>330,380</b>	<b>11,650</b>	<b>0</b>	<b>0</b>	<b>(380)</b>	<b>(1,480)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>340,170</b>
<b>STRATEGIC HOUSING</b>											
<b>Service Manager : Martin Woods</b>											
STRATEGIC HOUSING	Expenditure	191,700	3,200	0	0	(760)	0	0	0	0	194,140
	Income	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Ric Pallister</b>	<b>TOTAL</b>	<b>191,700</b>	<b>3,200</b>	<b>0</b>	<b>0</b>	<b>(760)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>194,140</b>
<b>TOTAL STRATEGIC HOUSING</b>	<b>Expenditure</b>	<b>191,700</b>	<b>3,200</b>	<b>0</b>	<b>0</b>	<b>(760)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>194,140</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>191,700</b>	<b>3,200</b>	<b>0</b>	<b>0</b>	<b>(760)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>194,140</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>EQUALITIES</b>											
<b>Service Manager : Jo Morgan</b>											
EQUALITIES	Expenditure	52,100	1,200	0	0	(190)	0	0	0	0	53,110
	Income	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Jo Roundell Greene</b>	<b>TOTAL</b>	<b>52,100</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>(190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53,110</b>
<b>TOTAL EQUALITIES</b>	<b>Expenditure</b>	<b>52,100</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>(190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53,110</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>52,100</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>(190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53,110</b>
<b>TOTAL ECONOMY</b>	<b>Expenditure</b>	<b>3,007,370</b>	<b>68,950</b>	<b>40</b>	<b>4,600</b>	<b>(43,010)</b>	<b>(35,260)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,002,690</b>
	<b>Income</b>	<b>(1,691,990)</b>	<b>(7,710)</b>	<b>0</b>	<b>0</b>	<b>35,120</b>	<b>(118,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,783,080)</b>
	<b>TOTAL</b>	<b>1,315,380</b>	<b>61,240</b>	<b>40</b>	<b>4,600</b>	<b>(7,890)</b>	<b>(153,760)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,219,610</b>
<b>COMMUNITIES</b>											
<b>Assistant Director : Helen Rutter &amp; Kim Close</b>											
<b>COMMUNITIES, THIRD SECTOR &amp; PARTNERSHIPS</b>											
<b>Service Manager : Helen Rutter &amp; Kim Close</b>											
COMMUNITY ASSISTANT DIRECTOR & COHESION	Expenditure	137,960	3,740	0	0	(190)	0	0	0	0	141,510
	Income	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Ric Pallister</b>	<b>TOTAL</b>	<b>137,960</b>	<b>3,740</b>	<b>0</b>	<b>0</b>	<b>(190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>141,510</b>
COMMUNITY SAFETY	Expenditure	48,450	1,430	0	3,000	(190)	0	0	0	0	52,690
	Income	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Peter Gubbins</b>	<b>TOTAL</b>	<b>48,450</b>	<b>1,430</b>	<b>0</b>	<b>3,000</b>	<b>(190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52,690</b>
<b>Service Manager :</b>											
THIRD SECTOR & PARTNERSHIPS	Expenditure	233,140	5,050	0	0	0	0	0	0	0	238,190
	Income	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>233,140</b>	<b>5,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>238,190</b>
<b>TOTAL COMMUNITIES, THIRD SECTOR &amp; PARTNERSHIPS</b>	<b>Expenditure</b>	<b>419,550</b>	<b>10,220</b>	<b>0</b>	<b>3,000</b>	<b>(380)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>432,390</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>419,550</b>	<b>10,220</b>	<b>0</b>	<b>3,000</b>	<b>(380)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>432,390</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>LOCAL STRATEGIC PARTNERSHIP</b> Service Manager: Helen Rutter											
LOCAL STRATEGIC PARTNERSHIP	Expenditure	42,700	940	0	0	6,750	(14,100)	0	0	0	36,290
	Income	(16,600)	(940)	0	0	(6,750)	0	0	0	0	(24,290)
<b>Portfolio Holder : Cllr Ric Pallister</b>	<b>TOTAL</b>	<b>26,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(14,100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>
<b>TOTAL SOUTH SOMERSET TOGETHER</b>	<b>Expenditure</b>	<b>42,700</b>	<b>940</b>	<b>0</b>	<b>0</b>	<b>6,750</b>	<b>(14,100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36,290</b>
	<b>Income</b>	<b>(16,600)</b>	<b>(940)</b>	<b>0</b>	<b>0</b>	<b>(6,750)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(24,290)</b>
	<b>TOTAL</b>	<b>26,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(14,100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>
<b>AREA EAST</b> Service Manager : Helen Rutter											
EAST AREA DEVELOPMENT	Expenditure	179,600	4,930	0	0	(670)	(3,430)	0	0	0	180,430
	Income	(3,510)	0	0	0	0	(1,000)	0	0	0	(4,510)
<b>Area Chairman : Cllr Nick weeks</b>	<b>TOTAL</b>	<b>176,090</b>	<b>4,930</b>	<b>0</b>	<b>0</b>	<b>(670)</b>	<b>(4,430)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>175,920</b>
EAST GRANTS	Expenditure	24,320	0	0	0	0	0	0	0	0	24,320
	Income	0	0	0	0	0	0	0	0	0	0
<b>Area Chairman : Cllr Nick weeks</b>	<b>TOTAL</b>	<b>24,320</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,320</b>
<b>TOTAL AREA EAST</b>	<b>Expenditure</b>	<b>203,920</b>	<b>4,930</b>	<b>0</b>	<b>0</b>	<b>(670)</b>	<b>(3,430)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>204,750</b>
	<b>Income</b>	<b>(3,510)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(4,510)</b>
	<b>TOTAL</b>	<b>200,410</b>	<b>4,930</b>	<b>0</b>	<b>0</b>	<b>(670)</b>	<b>(4,430)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,240</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>AREA NORTH</b>											
Service Manager : Charlotte Jones											
NORTH AREA DEVELOPMENT	Expenditure	166,280	2,620	0	0	(760)	(1,500)	0	0	0	166,640
	Income	0	0	0	0	0	0	0	0	0	0
Area Chairman : Cllr Shane Pledger	TOTAL	166,280	2,620	0	0	(760)	(1,500)	0	0	0	166,640
NORTH GRANTS	Expenditure	10,680	0	0	0	0	0	0	0	0	10,680
	Income	0	0	0	0	0	0	0	0	0	0
Area Chairman : Cllr Shane Pledger	TOTAL	10,680	0	0	0	0	0	0	0	0	10,680
<b>TOTAL AREA NORTH</b>	<b>Expenditure</b>	<b>176,960</b>	<b>2,620</b>	<b>0</b>	<b>0</b>	<b>(760)</b>	<b>(1,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>177,320</b>
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>176,960</b>	<b>2,620</b>	<b>0</b>	<b>0</b>	<b>(760)</b>	<b>(1,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>177,320</b>
<b>AREA SOUTH</b>											
Service Manager : Kim Close											
SOUTH AREA DEVELOPMENT	Expenditure	277,430	7,240	130	0	(1,230)	(7,970)	0	0	0	275,600
	Income	(50,430)	0	0	0	1,710	0	0	0	0	(48,720)
Area Chairman : Cllr Peter Gubbins	TOTAL	227,000	7,240	130	0	480	(7,970)	0	0	0	226,880
SOUTH GRANTS	Expenditure	31,180	0	0	0	0	0	0	0	0	31,180
	Income	0	0	0	0	0	0	0	0	0	0
Area Chairman : Cllr Peter Gubbins	TOTAL	31,180	0	0	0	0	0	0	0	0	31,180
<b>TOTAL AREA SOUTH</b>	<b>Expenditure</b>	<b>308,610</b>	<b>7,240</b>	<b>130</b>	<b>0</b>	<b>(1,230)</b>	<b>(7,970)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>306,780</b>
	<b>Income</b>	<b>(50,430)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,710</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(48,720)</b>
	<b>TOTAL</b>	<b>258,180</b>	<b>7,240</b>	<b>130</b>	<b>0</b>	<b>480</b>	<b>(7,970)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>258,060</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>AREA WEST</b>											
<b>Service Manager : Andrew Gillespie</b>											
WEST AREA DEVELOPMENT	Expenditure	220,330	5,110	0	0	(570)	(1,500)	0	0	0	223,370
	Income	(3,510)	0	0	0	0	0	0	0	0	(3,510)
<b>Area Chairman : Cllr Carol Goodall</b>	<b>TOTAL</b>	<b>216,820</b>	<b>5,110</b>	<b>0</b>	<b>0</b>	<b>(570)</b>	<b>(1,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>219,860</b>
WEST GRANTS	Expenditure	26,240	0	0	0	0	0	0	0	0	26,240
	Income	0	0	0	0	0	0	0	0	0	0
<b>Area Chairman : Cllr Carol Goodall</b>	<b>TOTAL</b>	<b>26,240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,240</b>
WEST PROJECTS	Expenditure	23,470	0	0	0	0	0	0	0	0	23,470
	Income	(13,930)	0	0	0	0	0	0	0	0	(13,930)
<b>Area Chairman : Cllr Carol Goodall</b>	<b>TOTAL</b>	<b>9,540</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,540</b>
<b>TOTAL AREA WEST</b>	<b>Expenditure</b>	<b>270,040</b>	<b>5,110</b>	<b>0</b>	<b>0</b>	<b>(570)</b>	<b>(1,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>273,080</b>
	<b>Income</b>	<b>(17,440)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(17,440)</b>
	<b>TOTAL</b>	<b>252,600</b>	<b>5,110</b>	<b>0</b>	<b>0</b>	<b>(570)</b>	<b>(1,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>255,640</b>
<b>TOTAL COMMUNITIES</b>	<b>Expenditure</b>	<b>1,421,780</b>	<b>31,060</b>	<b>130</b>	<b>3,000</b>	<b>3,140</b>	<b>(28,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,430,610</b>
	<b>Income</b>	<b>(87,980)</b>	<b>(940)</b>	<b>0</b>	<b>0</b>	<b>(5,040)</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(94,960)</b>
	<b>TOTAL</b>	<b>1,333,800</b>	<b>30,120</b>	<b>130</b>	<b>3,000</b>	<b>(1,900)</b>	<b>(29,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,335,650</b>
<b>TOTAL STRATEGIC DIRECTOR (PLACE &amp; PERFORMANCE)</b>	<b>Expenditure</b>	<b>4,546,020</b>	<b>105,670</b>	<b>170</b>	<b>7,600</b>	<b>(39,870)</b>	<b>(75,680)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,543,910</b>
	<b>Income</b>	<b>(1,779,970)</b>	<b>(8,650)</b>	<b>0</b>	<b>0</b>	<b>30,080</b>	<b>(119,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,878,040)</b>
	<b>TOTAL</b>	<b>2,766,050</b>	<b>97,020</b>	<b>170</b>	<b>7,600</b>	<b>(9,790)</b>	<b>(195,180)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,665,870</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>Strategic Director - (Operations &amp; Customer Focus) : Vega Sturgess</b>											
<b>OPERATIONS &amp; CUSTOMER FOCUS</b>											
<b>Service Manager : Jason Toogood</b>											
CUSTOMER SERVICES	Expenditure	500,890	5,420	40	(1,500)	0	(28,510)	0	0	0	476,340
	Income	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Ric Pallister</b>	<b>TOTAL</b>	<b>500,890</b>	<b>5,420</b>	<b>40</b>	<b>(1,500)</b>	<b>0</b>	<b>(28,510)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>476,340</b>
PRINTING	Expenditure	86,250	660	0	0	0	0	0	0	0	86,910
	Income	(109,770)	0	0	0	0	0	0	0	0	(109,770)
<b>Portfolio Holder : Cllr Ric Pallister</b>	<b>TOTAL</b>	<b>(23,520)</b>	<b>660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(22,860)</b>
<b>TOTAL OPERATIONS &amp; CUSTOMER FOCUS</b>	<b>Expenditure</b>	<b>587,140</b>	<b>6,080</b>	<b>40</b>	<b>(1,500)</b>	<b>0</b>	<b>(28,510)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>563,250</b>
	<b>Income</b>	<b>(109,770)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(109,770)</b>
	<b>TOTAL</b>	<b>477,370</b>	<b>6,080</b>	<b>40</b>	<b>(1,500)</b>	<b>0</b>	<b>(28,510)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>453,480</b>
<b>ENVIRONMENT</b>											
<b>Assistant Director : Laurence Willis</b>											
<b>ENVIRONMENTAL HEALTH</b>											
<b>Service Manager : Alasdair Bell</b>											
HOUSING STANDARDS	Expenditure	227,700	8,090	0	0	(1,140)	(6,610)	0	0	0	228,040
	Income	(67,450)	0	0	0	0	0	0	0	0	(67,450)
<b>Portfolio Holder : Cllr Carol Goodall</b>	<b>TOTAL</b>	<b>160,250</b>	<b>8,090</b>	<b>0</b>	<b>0</b>	<b>(1,140)</b>	<b>(6,610)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>160,590</b>
ENVIRONMENTAL HEALTH & COMMUNITY PROTECTION	Expenditure	896,600	21,070	60	0	(2,090)	(8,400)	0	0	0	907,240
	Income	(67,820)	0	0	0	0	(10,840)	0	0	0	(78,660)
<b>Portfolio Holder : Cllr Carol Goodall</b>	<b>TOTAL</b>	<b>828,780</b>	<b>21,070</b>	<b>60</b>	<b>0</b>	<b>(2,090)</b>	<b>(19,240)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>828,580</b>
ENFORCEMENT	Expenditure	120,150	2,460	1,270	0	0	0	0	0	0	123,880
	Income	(3,000)	0	0	0	0	0	0	0	0	(3,000)
<b>Portfolio Holder : Cllr Carol Goodall</b>	<b>TOTAL</b>	<b>117,150</b>	<b>2,460</b>	<b>1,270</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120,880</b>
<b>TOTAL ENVIRONMENTAL HEALTH</b>	<b>Expenditure</b>	<b>1,244,450</b>	<b>31,620</b>	<b>1,330</b>	<b>0</b>	<b>(3,230)</b>	<b>(15,010)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,259,160</b>
	<b>Income</b>	<b>(138,270)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,840)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(149,110)</b>
	<b>TOTAL</b>	<b>1,106,180</b>	<b>31,620</b>	<b>1,330</b>	<b>0</b>	<b>(3,230)</b>	<b>(25,850)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,110,050</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>CIVIL CONTINGENCIES MANAGER</b> Service Manager : Pam Harvey											
CIVIL CONTINGENCIES	Expenditure	134,590	(470)	10	0	0	0	0	0	0	134,130
	Income	(1,110)	0	0	0	0	0	0	0	0	(1,110)
<b>Portfolio Holder : Cllr Nick Weeks</b>	TOTAL	133,480	(470)	10	0	0	0	0	0	0	133,020
<b>TOTAL CIVIL CONTINGENCIES</b>	<b>Expenditure</b>	134,590	(470)	10	0	0	0	0	0	0	134,130
	<b>Income</b>	(1,110)	0	0	0	0	0	0	0	0	(1,110)
	<b>TOTAL</b>	<b>133,480</b>	<b>(470)</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>133,020</b>
<b>ENGINEERING &amp; PROPERTY SERVICES</b> Service Manager : Garry Green											
PROPERTY MANAGEMENT	Expenditure	1,234,690	9,350	2,200	0	(38,630)	(13,000)	0	0	0	1,194,610
	Income	(654,790)	0	(200)	0	9,340	(42,600)	0	0	0	(688,250)
<b>Portfolio Holder : Cllr Henry Hobhouse</b>	TOTAL	579,900	9,350	2,000	0	(29,290)	(55,600)	0	0	0	506,360
CAR PARKING	Expenditure	1,158,470	2,960	1,020	0	4,620	(1,000)	0	0	0	1,166,070
	Income	(2,482,100)	0	0	0	0	(200,000)	0	0	0	(2,682,100)
<b>Portfolio Holder : Cllrs Henry Hobhouse &amp; Peter Seib</b>	TOTAL	(1,323,630)	2,960	1,020	0	4,620	(201,000)	0	0	0	(1,516,030)
ENGINEERING SERVICES	Expenditure	685,730	(1,740)	2,400	0	13,730	(15,000)	0	0	0	685,120
	Income	(163,880)	0	0	0	9,900	(22,900)	0	0	0	(176,880)
<b>Portfolio Holder : Cllr Henry Hobhouse</b>	TOTAL	521,850	(1,740)	2,400	0	23,630	(37,900)	0	0	0	508,240
<b>TOTAL ENGINEERING &amp; PROPERTY SERVICES</b>	<b>Expenditure</b>	3,078,890	10,570	5,620	0	(20,280)	(29,000)	0	0	0	3,045,800
	<b>Income</b>	(3,300,770)	0	(200)	0	19,240	(265,500)	0	0	0	(3,547,230)
	<b>TOTAL</b>	<b>(221,880)</b>	<b>10,570</b>	<b>5,420</b>	<b>0</b>	<b>(1,040)</b>	<b>(294,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(501,430)</b>
<b>BUILDING CONTROL</b> Service Manager : Dave Durrant											
BUILDING CONTROL	Expenditure	618,810	10,780	0	0	(1,710)	0	0	0	0	627,880
	Income	(661,240)	0	0	0	0	0	0	0	0	(661,240)
<b>Portfolio Holder : Cllr Shane Pledger</b>	TOTAL	(42,430)	10,780	0	0	(1,710)	0	0	0	0	(33,360)
<b>TOTAL BUILDING CONTROL</b>	<b>Expenditure</b>	618,810	10,780	0	0	(1,710)	0	0	0	0	627,880
	<b>Income</b>	(661,240)	0	0	0	0	0	0	0	0	(661,240)
	<b>TOTAL</b>	<b>(42,430)</b>	<b>10,780</b>	<b>0</b>	<b>0</b>	<b>(1,710)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(33,360)</b>



Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>STREETSCENE</b>											
Service Manager : Chris Cooper											
HORTICULTURE & GROUNDS MAINTENANCE & STREETCLEANING	Expenditure	2,868,480	40,800	31,430	0	(1,370)	(5,000)	0	0	0	2,934,340
	Income	(1,278,290)	0	(1,990)	9,000	610	(22,000)	0	0	0	(1,292,670)
Portfolio Holder : Cllr Jo Roundell Greene	TOTAL	1,590,190	40,800	29,440	9,000	(760)	(27,000)	0	0	0	1,641,670
<b>TOTAL STREETSCENE</b>	<b>Expenditure</b>	<b>2,868,480</b>	<b>40,800</b>	<b>31,430</b>	<b>0</b>	<b>(1,370)</b>	<b>(5,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,934,340</b>
	<b>Income</b>	<b>(1,278,290)</b>	<b>0</b>	<b>(1,990)</b>	<b>9,000</b>	<b>610</b>	<b>(22,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,292,670)</b>
	<b>TOTAL</b>	<b>1,590,190</b>	<b>40,800</b>	<b>29,440</b>	<b>9,000</b>	<b>(760)</b>	<b>(27,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,641,670</b>
<b>WASTE &amp; RECYCLING</b>											
Assistant Director : Laurence Willis											
WASTE & RECYCLING	Expenditure	5,735,150	(4,120)	21,400	21,300	0	0	0	0	0	5,773,730
	Income	(1,388,250)	0	(35,520)	0	0	(40,000)	0	0	0	(1,463,770)
Portfolio Holder : Cllr Jo Roundell Greene	TOTAL	4,346,900	(4,120)	(14,120)	21,300	0	(40,000)	0	0	0	4,309,960
<b>TOTAL WASTE COLLECTION</b>	<b>Expenditure</b>	<b>5,735,150</b>	<b>(4,120)</b>	<b>21,400</b>	<b>21,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,773,730</b>
	<b>Income</b>	<b>(1,388,250)</b>	<b>0</b>	<b>(35,520)</b>	<b>0</b>	<b>0</b>	<b>(40,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,463,770)</b>
	<b>TOTAL</b>	<b>4,346,900</b>	<b>(4,120)</b>	<b>(14,120)</b>	<b>21,300</b>	<b>0</b>	<b>(40,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,309,960</b>
<b>LICENSING</b>											
Service Manager : Nigel Marston											
LICENSING	Expenditure	238,280	3,650	0	0	(760)	(4,540)	0	0	0	236,630
	Income	(304,510)	0	0	0	0	(20,000)	0	0	0	(324,510)
Portfolio Holder : Cllr Peter Gubbins	TOTAL	(66,230)	3,650	0	0	(760)	(24,540)	0	0	0	(87,880)
<b>TOTAL LICENSING</b>	<b>Expenditure</b>	<b>238,280</b>	<b>3,650</b>	<b>0</b>	<b>0</b>	<b>(760)</b>	<b>(4,540)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>236,630</b>
	<b>Income</b>	<b>(304,510)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(20,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(324,510)</b>
	<b>TOTAL</b>	<b>(66,230)</b>	<b>3,650</b>	<b>0</b>	<b>0</b>	<b>(760)</b>	<b>(24,540)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(87,880)</b>
<b>TOTAL ENVIRONMENT</b>	<b>Expenditure</b>	<b>13,918,650</b>	<b>92,830</b>	<b>59,790</b>	<b>21,300</b>	<b>(27,350)</b>	<b>(53,550)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,011,670</b>
	<b>Income</b>	<b>(7,072,440)</b>	<b>0</b>	<b>(37,710)</b>	<b>9,000</b>	<b>19,850</b>	<b>(358,340)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(7,439,640)</b>
	<b>TOTAL</b>	<b>6,846,210</b>	<b>92,830</b>	<b>22,080</b>	<b>30,300</b>	<b>(7,500)</b>	<b>(411,890)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,572,030</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>HEALTH &amp; WELLBEING</b>											
Assistant Director : Steve Joel											
<b>ARTS &amp; ENTERTAINMENT</b>											
Service Manager : Adam Burgan											
ARTS	Expenditure	1,690,900	4,230	(3,610)	0	(90)	0	0	0	0	1,691,430
	Income	(1,408,520)	0	0	0	0	(30,000)	0	0	0	(1,438,520)
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>282,380</b>	<b>4,230</b>	<b>(3,610)</b>	<b>0</b>	<b>(90)</b>	<b>(30,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>252,910</b>
<b>TOTAL ARTS</b>	<b>Expenditure</b>	<b>1,690,900</b>	<b>4,230</b>	<b>(3,610)</b>	<b>0</b>	<b>(90)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,691,430</b>
	<b>Income</b>	<b>(1,408,520)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(30,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,438,520)</b>
	<b>TOTAL</b>	<b>282,380</b>	<b>4,230</b>	<b>(3,610)</b>	<b>0</b>	<b>(90)</b>	<b>(30,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>252,910</b>
<b>SPORT &amp; LEISURE FACILITIES</b>											
Service Manager : Steve Joel											
GOLDENSTONES	Expenditure	256,430	0	0	0	0	0	0	0	0	256,430
	Income	(114,710)	0	0	0	0	(10,000)	0	0	0	(124,710)
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>141,720</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>131,720</b>
SPORT FACILITIES	Expenditure	151,960	0	0	0	0	0	0	0	0	151,960
	Income	(61,000)	0	0	0	0	0	0	0	0	(61,000)
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>90,960</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90,960</b>
<b>TOTAL SPORT &amp; LEISURE FACILITIES</b>	<b>Expenditure</b>	<b>408,390</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>408,390</b>
	<b>Income</b>	<b>(175,710)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(185,710)</b>
	<b>TOTAL</b>	<b>232,680</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>222,680</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>COMMUNITY HEALTH &amp; LEISURE</b>											
<b>Service Manager : Lynda Pincombe</b>											
RESOURCE CENTRE	Expenditure	48,190	0	0	0	(1,000)	(47,190)	0	0	0	0
	Income	0	0	0	0	0	0	0	0	0	0
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>48,190</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>	<b>(47,190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
COMMUNITY HEALTH & LEISURE	Expenditure	834,980	11,570	1,020	0	22,050	(5,100)	0	0	0	864,520
	Income	(139,060)	0	0	0	(22,000)	(15,000)	0	0	0	(176,060)
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>695,920</b>	<b>11,570</b>	<b>1,020</b>	<b>0</b>	<b>50</b>	<b>(20,100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>688,460</b>
<b>TOTAL COMMUNITY HEALTH &amp; LEISURE</b>	<b>Expenditure</b>	<b>883,170</b>	<b>11,570</b>	<b>1,020</b>	<b>0</b>	<b>21,050</b>	<b>(52,290)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>864,520</b>
	<b>Income</b>	<b>(139,060)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(22,000)</b>	<b>(15,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(176,060)</b>
	<b>TOTAL</b>	<b>744,110</b>	<b>11,570</b>	<b>1,020</b>	<b>0</b>	<b>(950)</b>	<b>(67,290)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>688,460</b>
<b>HOUSING &amp; WELFARE</b>											
<b>Service Manager: Kirsty Larkins</b>											
WELFARE	Expenditure	325,180	5,780	20	0	6,770	0	0	0	0	337,750
	Income	(365,950)	0	0	0	(8,100)	(26,000)	0	0	0	(400,050)
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>(40,770)</b>	<b>5,780</b>	<b>20</b>	<b>0</b>	<b>(1,330)</b>	<b>(26,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(62,300)</b>
HOUSING	Expenditure	1,078,270	20,420	0	0	(950)	(26,890)	0	0	269,000	1,339,850
	Income	(317,250)	0	0	0	0	0	0	0	0	(317,250)
<b>Portfolio Holder : Cllr Sylvia Seal</b>	<b>TOTAL</b>	<b>761,020</b>	<b>20,420</b>	<b>0</b>	<b>0</b>	<b>(950)</b>	<b>(26,890)</b>	<b>0</b>	<b>0</b>	<b>269,000</b>	<b>1,022,600</b>
<b>TOTAL HOUSING &amp; WELFARE</b>	<b>Expenditure</b>	<b>1,403,450</b>	<b>26,200</b>	<b>20</b>	<b>0</b>	<b>5,820</b>	<b>(26,890)</b>	<b>0</b>	<b>0</b>	<b>269,000</b>	<b>1,677,600</b>
	<b>Income</b>	<b>(683,200)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(8,100)</b>	<b>(26,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(717,300)</b>
	<b>TOTAL</b>	<b>720,250</b>	<b>26,200</b>	<b>20</b>	<b>0</b>	<b>(2,280)</b>	<b>(52,890)</b>	<b>0</b>	<b>0</b>	<b>269,000</b>	<b>960,300</b>

Service with Elements		15/16 Original Budget	Pay Inflation	General Inflation	Budget Pressures	Virements	Savings	Revenue Effects of Capital	Growth Bids	Approved One Off	16/17 Original Budget
		£	£	£	£	£	£	£	£	£	£
<b>FAMILY SUPPORT PROGRAMME</b>											
Service Manager: Steve Joel											
FAMILY SUPPORT PROGRAMME	Expenditure	0	0	0	0	0	0	0	0	0	0
	Income	0	0	0	0	0	0	0	0	0	0
Portfolio Holder : Cllr Ric Pallister	TOTAL	0	0	0	0	0	0	0	0	0	0
TOTAL FAMILY SUPPORT PROGRAMME	Expenditure	0	0	0	0	0	0	0	0	0	0
	Income	0	0	0	0	0	0	0	0	0	0
	TOTAL	0	0	0	0	0	0	0	0	0	0
<b>COUNTRYSIDE</b>											
Service Manager : Katy Menday											
COUNTRYSIDE	Expenditure	467,690	6,790	810	0	17,810	(1,670)	0	0	(11,900)	479,530
	Income	(213,970)	0	0	0	(18,000)	(10,000)	0	0	0	(241,970)
Portfolio Holder : Cllr Sylvia Seal	TOTAL	253,720	6,790	810	0	(190)	(11,670)	0	0	(11,900)	237,560
TOTAL COUNTRYSIDE	Expenditure	467,690	6,790	810	0	17,810	(1,670)	0	0	(11,900)	479,530
	Income	(213,970)	0	0	0	(18,000)	(10,000)	0	0	0	(241,970)
	TOTAL	253,720	6,790	810	0	(190)	(11,670)	0	0	(11,900)	237,560
TOTAL HEALTH & WELLBEING	Expenditure	4,853,600	48,790	(1,760)	0	44,590	(80,850)	0	0	257,100	5,121,470
	Income	(2,620,460)	0	0	0	(48,100)	(91,000)	0	0	0	(2,759,560)
	TOTAL	2,233,140	48,790	(1,760)	0	(3,510)	(171,850)	0	0	257,100	2,361,910
TOTAL STRATEGIC DIRECTOR - OPERATIONS & CUSTOMER FOCUS	Expenditure	19,359,390	147,700	58,070	19,800	17,240	(162,910)	0	0	257,100	19,696,390
	Income	(9,802,670)	0	(37,710)	9,000	(28,250)	(449,340)	0	0	0	(10,308,970)
	TOTAL	9,556,720	147,700	20,360	28,800	(11,010)	(612,250)	0	0	257,100	9,387,420
TOTAL SSDC	Expenditure	77,901,350	577,550	105,020	64,350	(2,139,510)	(558,160)	8,500	0	254,600	76,213,700
	Income	(60,511,750)	(8,650)	(136,920)	209,050	2,139,510	(676,240)	62,600	0	0	(58,922,400)
	TOTAL	17,389,600	568,900	(31,900)	273,400	0	(1,234,400)	71,100	0	254,600	17,291,300

**Appendix C**  
**Budget Pressures**

	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
<b>Already Approved</b>					
Allowance for other new budget pressures	0.0	300.0	278.7	300.0	300.0
Waste additional properties	21.3	21.3	21.3	21.3	21.3
Replacement headsets for contact centre (budget required biennial)	(1.5)	1.5	(1.5)	1.5	(1.5)
Revs & Bens-Reduction in HB Admin Grant re Benefit Fraud	77.1				
Investigation staff transfer					
Safer Somerset Partnership-Statutory activities	3.0				
Somerset Growth Board Contribution	4.6	0.0	(4.6)		
Westlands Complex - running costs		62.5			
<b>New Unavoidables</b>					
Additional Bank Charges due to changes in fee structure for debit card payments	37.0				
Reduced income from diversion & temporary closure orders	10.0				
Termination of ICT support agreement with Yeovil CAB	4.0				
Commutated sums ending at Bell Chase	9.0				
Reduction in grant from DWP	48.9				
Reduction in charges to revenue for capital projects	60.0				
<b>Total Unavoidable Commitments</b>	<b>273.4</b>	<b>385.3</b>	<b>293.9</b>	<b>322.8</b>	<b>319.8</b>

## Appendix D

<b>Savings</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Operational Savings/ Economic Changes\Legislation Changes</b>					
Closure of Resource Centre	(47.2)				
Democratic Services-Removal of members' pension	(6.6)				
Vacant Posts removed - Agreed by Management Board	(143.5)				
Further vacant posts	(112.5)				
Corporate training budget-Funding remains for £125 per person	(26.4)				
Local Strategic Partnership-Reduction in the contribution to reserve	(14.1)				
Sustainability- Hospitality & printing and stationery	(1.5)				
Land Charges-Savings in printing & stationery & postages	(1.5)				
Rights of Way-Savings in travel & advertising costs	(1.5)				
Legal-Savings in printing & stationery & postages	(0.5)				
HR-Savings in postage & long service awards	(1.0)				
Democratic Services- Savings in supplies & services	(14.2)				
Fraud-Salary savings	(11.7)				
Comm Health & Leisure-VAT savings at Yeovil Rec through revision to booking process	(10.0)				
Area East-Savings in postages & telephones	(3.0)				
Area North-Savings in hospitality, postages & telephones	(1.5)				
Area West-Savings in postages & printing	(1.5)				
Area South-Savings in printing	(1.0)				
<b>Transformation</b>					
Savings in Housing once EDM implemented	(25.0)	(75.0)			
<b>Income</b>					
Dem Services-Burial recharge for administration work	(1.0)				
Waste-Increase in green bin take up	(40.0)				
Finance-Increased income through Crematorium fee increase	(100.0)				
Horti/Streetcleaning-Increased income from additional external work	(20.0)				
Horti/Streetcleaning-Sponsorship on vehicles	(2.0)				
Community Health and Leisure-Additional income at Yeovil Rec	(5.0)				
Welfare-Increase in Careline income	(26.0)				
Countryside-Additional income at Yeovil Country Park café	(10.0)				

<b>Savings</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Octagon-Increased ticket sales	(30.0)				
Legal-Increased fees	(7.0)				
Asset Management-Increased income from asset licences	(5.0)				
Economic Dev-Yeovil Innovation Centre additional income	(66.0)				
Museum-Sale of calendars	(2.5)				
Dev Control-Increased income from planning fees	(50.0)				
Property Services-Income from tenant towards security costs	(7.5)				
Area East-Income from room letting Churchfields	(1.0)				
Landcharges-Additional search fee income	(10.0)				
ANPR Scheme for car parks	(200.0)				
Licensing-Increased income from review of fees	(20.0)				
<b>Assets</b>					
HR-Transfer of Nursery to Mama Bears-variation in timing & value of savings	(1.6)				
HR-Further Nursery Savings	(7.2)	(3.0)			
Property Services-Tenant Lace Mill	(10.0)				
Property Services-New tenant Boden Centre	(5.0)				
Property Services-Churchfields nursery	(15.0)				
Env Health-Burial Recharge for managerial support	(10.8)				
Car Parks-Savings from transfer of Montacute car park	(1.0)				
Property services	(25.0)				
Property Services-Additional photovoltaics Brympton Way	(7.9)				
<b>Contracts</b>					
Strategic Management-Cessation of CEO contract	(88.7)				
Procurements savings in corporate printing and stationery	(10.0)				
Finance-Reduction in Audit Days	(10.0)				
Horti/Streetscene-Saving in diesel contract	(5.0)				
Sport & Leisure Facilities-Savings from Goldenstones Contract	(10.0)				
	<u>(1,234.4)</u>	<u>(78.0)</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

**Appendix E**  
**ONCE OFF BIDS**

	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
Countryside-essential repair work to dam wall at Chard Reservoir	(2.0)				
Apprenticeship Scheme	(39.9)				
SCC decision re homelessness	(50.0)				
Countryside-Replacement of boardwalks Chard Reservoir	(9.9)				
New Burdens allocation for CTRS	(25.6)				
Community Grants Initiative	(10.0)				
Intern Funding	48.0	(48.0)			
P4A Funding post withdrawal of funding from SCC	319.0	(319.0)			
Temporary funding for external support	25.0	(25.0)			
<b>Total</b>	<b>254.6</b>	<b>(392.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Appendix F

### Equalities Impact

	2016/17 £'000	Equalities Checked	Equalities Impact
<b>Operational Savings/ Economic Changes\Legislation Changes</b>			
Closure of Resource Centre	(47.2)	Y	Approved
Democratic Services-Removal of members' pension	(6.6)	Y	Not Applicable
Vacant Posts removed - Agreed by Management Board	(143.5)	Y	Not Applicable
Further vacant posts	(112.5)	Y	To be assessed as posts become vacant
Corporate training budget-Funding remains for £125 per person	(26.4)	Y	Not Applicable
Local Strategic Partnership-Reduction in the contribution to reserve	(14.1)	Y	Not Applicable
Sustainability- Hospitality & printing and stationery	(1.5)	Y	Not Applicable
Land Charges-Savings in printing & stationery & postages	(1.5)	Y	Not Applicable
Rights of Way-Savings in travel & advertising costs	(1.5)	Y	Not Applicable
Legal-Savings in printing & stationery & postages	(0.5)	Y	Not Applicable
HR-Savings in postage & long service awards	(1.0)	Y	Not Applicable
Democratic Services- Savings in supplies & services	(14.2)	Y	Not Applicable
Fraud-Salary savings	(11.7)	Y	Not Applicable
Comm Health & Leisure-VAT savings at Yeovil Rec through revision to booking process	(10.0)	Y	Not Applicable
Area East-Savings in postages & telephones	(3.0)	Y	Not Applicable
Area North-Savings in hospitality, postages & telephones	(1.5)	Y	Not Applicable
Area West-Savings in postages & printing	(1.5)	Y	Not Applicable
Area South-Savings in printing	(1.0)	Y	Not Applicable
<b>Transformation</b>			
Savings in Housing once EDM implemented	(25.0)	Y	A further equalities check will be required once the full details of the saving's plan are established.
<b>Income</b>			
Dem Services-Burial recharge for administration work	(1.0)	Y	Not Applicable
Waste-Increase in green bin take up	(40.0)	Y	Not Applicable
Finance-Increased income through Crematorium fee increase	(100.0)	Y	Not Applicable
Horti/Streetcleaning-Increased income from additional external work	(20.0)	Y	Not Applicable
Horti/Streetcleaning-Sponsorship on vehicles	(2.0)	Y	Not Applicable
Community Health and Leisure-Additional income at Yeovil Rec	(5.0)	Y	Not Applicable
Welfare-Increase in Careline income	(26.0)	Y	Not Applicable
Countryside-Additional income at Yeovil Country Park café	(10.0)	Y	Not Applicable

## Equalities Impact

	2016/17 £'000	Equalities Checked	Equalities Impact
Octagon-Increased ticket sales	(30.0)	Y	Not Applicable
Legal-Increased fees	(7.0)	Y	Not Applicable
Asset Management-Increased income from asset licences	(5.0)	Y	Not Applicable
Economic Dev-Yeovil Innovation Centre additional income	(66.0)	Y	Not Applicable
Museum-Sale of calendars	(2.5)	Y	Not Applicable
Dev Control-Increased income from planning fees	(50.0)	Y	Not Applicable
Property Services-Income from tenant towards security costs	(7.5)	Y	Not Applicable
Area East-Income from room letting Churchfields	(1.0)	Y	Not Applicable
Landcharges-Additional search fee income	(10.0)	Y	Not Applicable
ANPR Scheme for car parks	(200.0)	Y	Not Applicable
Licensing-Increased income from review of fees	(20.0)	Y	Full EqA has been completed

## Assets

HR-Transfer of Nursery to Mama Bears-variation in timing & value of savings	(1.6)	Y	Approved DX June 12
HR-Further Nursery Savings	(7.2)	Y	Not Applicable
Property Services-Tenant Lace Mill	(10.0)	Y	Not Applicable
Property Services-New tenant Boden Centre	(5.0)	Y	Not Applicable
Property Services-Churchfields nursery	(15.0)	Y	Not Applicable
Env Health-Burial Recharge for managerial support	(10.8)	Y	Not Applicable
Car Parks-Savings from transfer of Montacute car park	(1.0)	Y	Not Applicable
Property services	(25.0)	Y	Not Applicable
Property Services-Additional photovoltaics Brympton Way	(7.9)	Y	Not Applicable

## Contracts

Strategic Management-Cessation of CEO contract	(88.7)	Y	Not Applicable
Procurements savings in corporate printing and stationery	(10.0)	Y	Not Applicable
Finance-Reduction in Audit Days	(10.0)	Y	Not Applicable
Horti/Streetscene-Saving in diesel contract	(5.0)	Y	Not Applicable
Sport & Leisure Facilities-Savings from Goldenstones Contract	(10.0)	Y	Not Applicable

(1,234.4)

## APPENDIX G

### Car Parking Charges – Outcome of Investigation Requested at Full Council

1. At Full Council on Thursday 16<sup>th</sup> July it was “agreed to investigate a change to the Council Car Parking Policy to enable an initial free period of up to 2 hours of parking to be made available, where parking is currently charged at a timed rate”.
2. Officers have researched and investigated what might be the impact of applying an initial free period of up to 2 hours of parking for the short and medium stay car parks in Yeovil, Chard, Crewkerne, and Ilminster. They also considered the financial effect in towns where the council operate a parish or town financed free parking regime such as Castle Cary and Wincanton. Three main areas were considered as outlined below:-
  - **Financial modelling using South Somerset data to forecast financial impact.**
3. The current car parking income stands at £2.374m. The analysis indicates that implementing an up to two hours free parking scheme would result in a financial loss of between £1.2 and £1.5 m (a reduction of 53.5%). This would need to be added to the MTFP and therefore the savings requirement for 2016/17 would increase by a further £1.5 million to facilitate this. The capital costs of changing the machines and signage/advertising would be £20,000
4. The compilation of this report has required 30 hours of the Strategic Transport Officer, 60 hours of the Engineering and Property services officer and 7 hours of the Assistant Director Economy.
  - **The relevant policies in the South Somerset District Wide Car Parking Strategy (DWPS)**
5. The DWPS was reviewed and approved in April 2013. It acknowledges that charging is a vital element of managing car parks, and helps create compact and convenient town centres help match supply to demand by controlling duration of stay and turnover, which can have a positive effect on a town’s vitality.
6. A decision to implement a free parking would not require a further review of the Strategy as introducing an up to two hour free parking period accords with and is not contrary to any policy. However, there would be an impact on other aspects of the Strategy, such as the efficient use of long and short stay spaces, and the ability to reinvest in improvements to car parking.
  - **A comparative impact analysis derived from the experience of towns in the UK where free car parking periods have been introduced.**

#### a) National Evidence

7. The national reports compiled by the Welsh government, The Association of Town & City Management & The British Parking Association and the RAC support 4 broad conclusions:

- There is a lack of robust evidence that can be used to link car parking strategies and town centre footfall.
- Charging for car parking is one of a complex array of factors that can influence town centre vitality.
- Town centre economies are highly localised and differ considerably. Parking strategies and charges need to be tailored to local areas to maximise the impact on footfall.
- Car park charging should not be viewed in isolation from other factors (availability of parking, signage, and traffic flow) which affect willingness to drive in town centres.

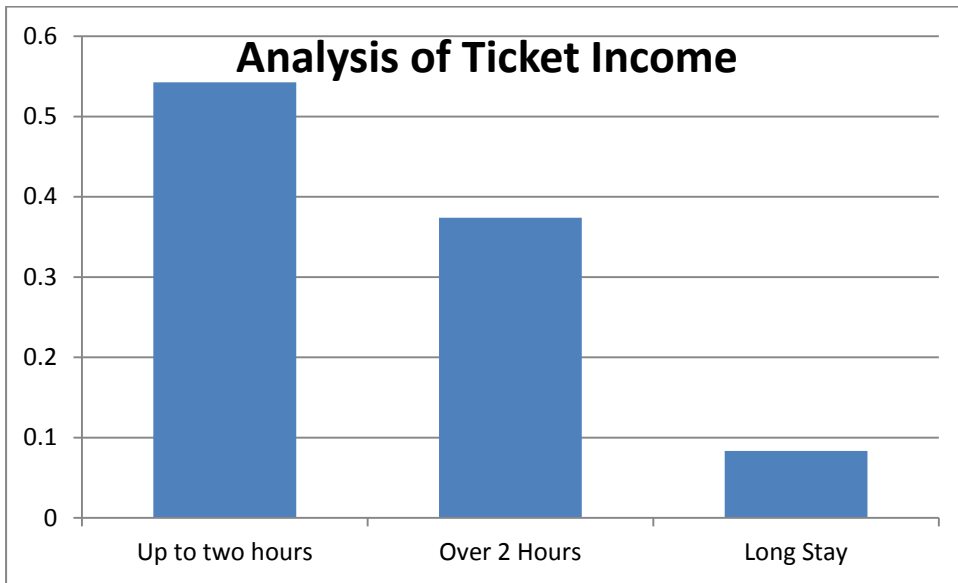
## **b) Local Evidence**

8. Some authorities that have introduced a free parking period have experienced a significant downturn in revenue. With 2 hours often being the most popular period of stay then this downturn has the potential to be considerable in South Somerset
9. There is plenty of evidence that the availability of free spaces is an essential prerequisite for trade and charging/enforcement is a way of ensuring car parks do not become saturated. Short-stay on-street parking is recognised to support "passing" trade by making some spaces available and discouraging owners/workers from parking in premium places."
10. Any implementation of a free charging period should therefore be a targeted specific measure in a specific location that has been properly assessed to avoid an adverse effect on either the town centre or the revenue currently generated. It is also likely that should it subsequently prove to have an adverse impact, it would be very difficult to then remove what could still be a perceived benefit.

## **Other considerations**

11. Before implementing such a scheme there are other considerations many of which would indicate an increased financial loss
  - a) Tariff Bands – It is assumed that the existing tariffs for over 2 hours remain as they are now so in theory someone staying for an extra 1 hour over the 2 hour free period will be paying the existing 3 hour tariff and therefore not benefit from the first two hours free. The loss of income quoted above has been based on this assumption
  - b) Tickets Machines - The software in the 48 pay and display ticket machines across the district will have to be modified to enable the 2 hour free ticket to be issued. The cost of doing so is £292 per machine, total = £14,016
  - c) Signage – The car park regulation notice boards will have to be changed to reflect the changes in free parking/tariffs and the cost of altering the signage will be £5,000.
  - d) Car Park Orders – Any changes to the existing car park regulations/charges have to be advertised and a new off street car park order needs to be advertised as part of the consultation process, cost of advert and administration will be £1,000.

- e) Incentive to stay longer than 2 hours – As indicated in point 1 above there is no incentive for the public to stay over and above the 2 hour free parking if the existing tariffs for over 2 hours remain in place. The only incentive would be to introduce new cheaper tariffs for 3 hours or more than those at present. The downside of this of course is that this would reduce the loss of annual income even further to that identified above.
  - f) Enforcement - Enforcement will be very difficult to implement and monitor. Unless vehicle registrations are noted there will be nothing to stop people returning to their car and obtaining another free 2 hour ticket or moving to another parking space in the car park or to another car park and obtaining a free ticket again. If the latter occurs it would be impossible to enforce due to logistics and time involved. The enforcement issues are a potential further loss of income over and above the figures quoted.
  - g) Displacement - The introduction of a free car parking period would have an impact on on-street car parking, especially (although not necessarily confined to) where charges are levied by SCC as drivers would be more likely to use SSDC's car parks instead. This displacement is likely to impact on the availability of spaces in SSDC's car parks at peak times.
  - h) Turnover of Bays - The impacts on turnover (positive or negative) would be dependent on the level of charges set for any subsequent period as indicated in point 5 above.
  - i) Impact on commercial providers of parking– At present the Quedam and the Yeo Leisure Centre generally reflect the car park charges and strategy this Council has in place for benchmarking initiatives. If free 2 hour parking is introduced this will have an impact on the viability of these commercial enterprises and their financial business plans.
  - j) Availability of income for reinvestment in car parks. The current operational budget uses a proportion of income allows for reinvestment and the car parking strategy policy Action PS14 suggests that the council will seek to reinvest a proportion of its car parking receipts to continually improve the parking experience through a variety of measures as indicated and as resources allow. A reduced receipt will reduce this opportunity and new measures such as pay on exit and new phone charging measures will need to be separately financed.
12. In conclusion whilst there is some evidence that footfall can increase with a free 2 hour parking period and also some evidence that measures such as the shop vacancy rate can improve, this is not a universal conclusion, and could equally or in part be due to the effect of town centre regeneration, new shops and other marketing initiatives.
13. In South Somerset 2 hours is the most popular period of stay therefore the loss in income has the potential to be considerable, and from the detailed work undertaken up to £1.5m per annum and possibly much more without increased enforcement and low levels of abuse. The one-off costs to implement include at least £20,000 for signage and machine re-programming. Significant officer time would be diverted from other tasks to design and implement the new system. The chart below shows clearly that the majority of income is from up to 2 hours. Currently there has been no provision made within the MTFP for a period of free parking given the financial impact it would have.



Project Completed	2015/16 Est Spend £'000	2016/17 Est Spend £'000	2017/18 Est Spend £'000	2018/19 Est Spend £'000	2019/20 Est Spend £'000	Project Officer	Project Sponsor
<b>Chief Executives - Vega Sturgess / Rina Singh</b>							
<b>FINANCE &amp; CORPORATE SERVICES</b>							
Assistant Director - Donna Parham							
<b>ICT SERVICES</b>							
Service Manager - Roger Brown							
Portfolio Holder - Cllr Henry Hobhouse							
Hardware Replacement Programme 2014/15 to 2016/17	12					R Brown	D Parham
Microsoft Lync	29					R Brown	D Parham
Upgrade to ICT Helpdesk System	37					R Brown	D Parham
<b>FINANCIAL SERVICES</b>							
Service Manager - Amanda Card							
Portfolio Holder - Cllr Peter Seib							
Crewkerne Aqua Centre Loan - Repayment	-90					D Parham	D Parham
Upgrade CedAr Financial System	23					K Gubbins	D Parham
Loan to Somerset Waste Partnership for Vehicles		1,900				D Parham	D Parham
Repayment of Loan from Somerset Waste Partnership		-271	-271	-271	-271	D Parham	D Parham
Loan to Kingsdon Parish Council	28					D Parham	D Parham
Repayment of Loan from Kingsdon Parish Council	-3	-3	-3	-3	-3	D Parham	D Parham
Loan to Hinton St. George & Locality Rural Community Services	190					D Parham	D Parham
Loan to Hinton St. George & Locality Rural Comm Services - Repay		-9	-9	-9	-9	D Parham	D Parham
<b>Total Finance &amp; Corporate Services</b>	<b>226</b>	<b>1,617</b>	<b>-283</b>	<b>-283</b>	<b>-283</b>		

Project Completed	2015/16 Est Spend £'000	2016/17 Est Spend £'000	2017/18 Est Spend £'000	2018/19 Est Spend £'000	2019/20 Est Spend £'000	Project Officer	Project Sponsor
<b>Strategic Director - (Place &amp; Performance) - Rina Singh</b>							
<b>ECONOMY</b>							
<b>Assistant Director - Martin Woods</b>							
<b>SPATIAL POLICY</b>							
<b>Service Manager : Paul Wheatley</b>							
<b>Portfolio Holder - Cllr Ric Pallister</b>							
Affordable Housing - Millfield, Chard	49	49				C McDonald	M Woods
Affordable Housing - Rural exception, Font Villas, West Coker	71					C McDonald	M Woods
Affordable Housing - Rural exception, Misterton (Yarlington)		397				C McDonald	M Woods
Affordable Housing - Furnham Road Phase II, Chard (Knightstone)		120				C McDonald	M Woods
Affordable Housing - 3 Bed Bungalows in Yeovil (Yarlington)		315				C McDonald	M Woods
Affordable Housing - Queensway, Yeovil (Stonewater)	69	70				C McDonald	M Woods
Affordable Housing - Bought not built Allocation		201				C McDonald	M Woods
Affordable Housing - Mortgage Rescue Contingency Fund		277				C McDonald	M Woods
Affordable Housing - West Hendford, Yeovil		374	374			C McDonald	M Woods
Purchase of 45-50 Lavers Oak, Martock	413	42				C McDonald	M Woods
Purchase of 3 Bed Bungalow in Chard / Yeovil	145					C McDonald	M Woods
Ropewalk at 94 High Street West Coker	5					A Duckworth	M Woods
<b>ECONOMIC DEVELOPMENT</b>							
<b>Service Manager : David Julian</b>							
<b>Portfolio Holder - Cllr Jo Roundell-Greene</b>							
<i>Yeovil Innovation Centre Phase II</i>		725	1,000			<i>D Julian</i>	<i>M Woods</i>
<i>Yeovil Innovation Centre Phase II - Income</i>		-433				<i>D Julian</i>	<i>M Woods</i>
<i>Yeovil Innovation Centre Car Park Facilities</i>		120				<i>D Julian</i>	<i>M Woods</i>
<b>Total Economy</b>	<b>752</b>	<b>2,257</b>	<b>1,374</b>	<b>0</b>	<b>0</b>		



Project Completed	2015/16 Est Spend £'000	2016/17 Est Spend £'000	2017/18 Est Spend £'000	2018/19 Est Spend £'000	2019/20 Est Spend £'000	Project Officer	Project Sponsor
<b>COMMUNITIES</b>							
<b>Assistant Directors - Helen Rutter &amp; Kim Close</b>							
<b>AREA SOUTH</b>							
<b>Service Manager - Kim Close</b>							
<b>Area Chairman - Cllr Peter Gubbins</b>							
Reckleford Gyratory (Eastern Gateway)		88				M Ainsworth	K Close
Local Delivery Vehicle (linked to Yeovil Vision)		34				K Close	K Close
Foundry House		4				K Close	K Close
5 Additional CCTV Cameras in Yeovil	29					S Brewer	K Close
Wyndham Park Community Facilities		400				K Close	K Close
Yeovil to Ilchester Multi User Pathway - Feasibility		2				K Close	H Rutter
Westfield Academy-New Bus Parking Bay		13				K Close	
<b>AREA NORTH</b>							
<b>Service Manager - Charlotte Jones</b>							
<b>Area Chairman - Cllr Shane Pledger</b>							
Cocklemoor Bridge		28				C Jones	C Jones
Langport Vision - improvements to Langport and River Parrett Visits	3					P Burr	C Jones
Support of Economic Vitality in Area North (Signage for marketing purposes)	7	11				P Burr	C Jones
Loan to Seavington Community Shop (loan repayments)	-1					C Jones	C Jones
<b>Community Grants</b>							
High Ham Recreation Ground - Youth Park	1					C Jones	C Jones
Refurbishment of Pavilion, Chiltorne Domer	6					C Jones	C Jones
New Accessible Footpaths at Seavington Playing Field	6					C Jones	C Jones
Village Hall Grant Kingsbury Episcopi Church Rooms		4				C Jones	C Jones
Grant to Tintinhull Village Hall		40				C Jones	C Jones
New purpose built Community Centre in Kingsbury Episcopi		40				C Jones	C Jones
Ash planters & bench	1					C Jones	C Jones
High Ham Village Hall	1					C Jones	C Jones
Montacute Village Hall Accessibility Project	5					C Jones	C Jones
Chilthorne Domer Football Posts	1					C Jones	C Jones

	2015/16	2016/17	2017/18	2018/19	2019/20	Project Officer	Project Sponsor
Project Completed	Est Spend £'000	Est Spend £'000	Est Spend £'000	Est Spend £'000	Est Spend £'000		
<b>AREA EAST</b>							
<b>Service Manager - Helen Rutter</b>							
<b>Area Chairman - Cllr Nick Weeks</b>							
Market House Castle Cary	16					P Williams	H Rutter
Market House Castle Cary - Inc	-8					P Williams	H Rutter
Land Acquisition in Waterside Rd, Wincanton		11				P Williams	H Rutter
Enhancements to Waterside Rd, Wincanton		24				P Williams	H Rutter
Galhampton-New Village Hall		13				T Cook	H Rutter
Wincanton-Pedestrian/Cycle Link Common Lane	6					P Williams	H Rutter
Retail Support Initiative Schemes	1					P Williams	H Rutter
RSI-Alex Appleton Jewellers	1					P Williams	H Rutter
Castle Cary Market House	5					P Williams	H Rutter
Ilchester Cycleway	1					J Divall	H Rutter
Ilchester Cycleway	-1					J Divall	H Rutter
Barton St David PC-Speed signs	2					T Cook	H Rutter
Parish Infrastructure Fund	4					H Rutter	H Rutter
MUGA-Wincanton Town Council						P Williams	H Rutter
North Cadbury VH-Refurbishment	6					T Cook	H Rutter
SSCAT-New vehicle	10					T Cook	H Rutter
Barton St David-Play Area Improvements	2					T Cook/J Divall	H Rutter
Sparkford Cricket Club-Refurbishment of Pavillion	3					T Cook/J Divall	H Rutter
Hadspen -Additional storage space	3					T Cook/J Divall	H Rutter
Wincanton TC-Refurbishment of Cale Park Play Area		10				T Cook/J Divall	H Rutter
Kingsdon Village Shop refurbishment	7					J Divall	H Rutter
<b>AREA WEST</b>							
<b>Service Manager - Andrew Gillespie</b>							
<b>Area Chairman - Cllr Carol Goodall</b>							
Market Towns Visions	19	64				A Gillespie	H Rutter
Forton Community Association		13				A Gillespie	H Rutter
Chaffcombe Village Hall	7					A Gillespie	H Rutter
<b>Total Communities</b>	<b>141</b>	<b>798</b>	<b>0</b>	<b>0</b>	<b>0</b>		

Project Completed	2015/16 Est Spend £'000	2016/17 Est Spend £'000	2017/18 Est Spend £'000	2018/19 Est Spend £'000	2019/20 Est Spend £'000	Project Officer	Project Sponsor
<b>Strategic Director - (Operations and Customer Focus) - Vega Sturgess</b>							
<b>ENVIRONMENT</b>							
Assistant Director - Laurence Willis							
<b>ENVIRONMENTAL HEALTH</b>							
Service Manager - Alasdair Bell							
Portfolio Holder - Cllr Ric Pallister							
Disabled Facilities Grants (Expenditure)	520	78				A Bell	L Willis
Disabled Facilities Grants - Inc	-598					A Bell	L Willis
Empty Property Grants	58	67	60			A Bell	L Willis
Home Repairs Assistance	24	50	45			A Bell	L Willis
HMO Grants	28	35				A Bell	L Willis
Loan Scheme for Somerset		25				A Bell	L Willis
Upgrade link of Civica, Indigo, ESG System	33					V Dawson	A Bell
<b>ENGINEERING AND PROPERTY SERVICES</b>							
Service Manager - Garry Green							
Portfolio Holder - Cllr Henry Hobhouse							
Car Park Enhancements	74	57				G Green	L Willis
New Car Parks	20	280	142			G Green	L Willis
Capital Works to Councils Portfolio	99	20				G Green	L Willis
Capital Works to Councils Portfolio	20	221				G Green	L Willis
<b>Capital Works to Councils Portfolio</b>		<b>160</b>				<b>G Green</b>	<b>L Willis</b>
Sharing Brympton Way Offices with SCC	3					G Green	L Willis
Adaptions for lease of floor at Churchfields	49	1				G Green	L Willis
Adaptions for lease of floor at Churchfields - Income	-10					G Green	L Willis
Gas Control System - Birchfield	112	252	240			G Green	L Willis
Yeovil Crematorium	25	16				G Green	L Willis
Yeovil Crematorium - Inc	-2	-2				G Green	L Willis
<b>Yeovil Crematorium</b>		<b>66</b>				<b>G Green</b>	<b>L Willis</b>
<b>Yeovil Crematorium</b>		<b>-7</b>				<b>G Green</b>	<b>L Willis</b>

Project Completed	2015/16 Est Spend £'000	2016/17 Est Spend £'000	2017/18 Est Spend £'000	2018/19 Est Spend £'000	2019/20 Est Spend £'000	Project Officer	Project Sponsor
<b>STREETSCENE</b>							
Service Manager - Chris Cooper							
Portfolio Holder - Cllr Jo Roundell Greene							
Replacement Sweepers	85					C Cooper	L Willis
Replacement Sweepers - Sale of old ones	-15					C Cooper	L Willis
Access all Areas Footpaths on Open Spaces		127				S Fox	C Cooper
<b>Total Environment</b>	<b>525</b>	<b>1,446</b>	<b>487</b>	<b>0</b>	<b>0</b>		
<b>HEALTH &amp; WELL-BEING</b>							
Assistant Director - Steve Joel							
<b>ARTS AND ENTERTAINMENT</b>							
Service Manager - Adam Burgan							
Portfolio Holder - Cllr Sylvia Seal							
Octagon Theare - PA System	44					A Burgan	S Joel
Octagon Theatre - Upgrade to Toilets (Gents & Backstage)	63					A Burgan	S Joel
<b>Octagon Theatre Stage Dimmer Lighting</b>		<b>64</b>				A Burgan	S Joel
Westland Leisure Complex		1,865				S Joel	S Joel
Westland Leisure Complex - Loan Repayment		-62	-62	-62	-62	S Joel	S Joel
<b>COMMUNITY HEALTH AND LEISURE</b>							
Service Manager - Linda Pincombe							
Portfolio Holder - Cllr Sylvia Seal							
Community Play Schemes	43					R Parr	S Joel
Community Play Schemes - SCC Playbuilder Inc						R Parr	S Joel
Multi Use Games Area		70				R Parr	S Joel
Grants for Parishes with Play Area	23	57				R Parr	S Joel
Grants for Parishes with Play Area - SCC Playbuilder Inc	-11	-40				R Parr	S Joel
Grant to Barton St David VH & Playing Fields	19					R Parr	S Joel
Grant to Barton St David VH & Playing Fields - S106	-19					R Parr	S Joel
Grant to Summerhouse View Play Area	1					R Parr	S Joel
Grant to Summerhouse View Play Area - Income	-1					R Parr	S Joel
Grant to Kingston View Play Area	10					R Parr	S Joel
Grant for Stoke Sub Hamdon Recreational Ground		10				R Parr	S Joel
Grant for Skate Park at Horton		5				R Parr	S Joel
Birchfield Park Bike Park	34					R Parr	S Joel
Birchfield Park Bike Park - Inc S106 & Grant	-19					R Parr	S Joel
Grant to Abbas & Templecombe PC for Play Equipment	22					R Parr	S Joel
Grant to Abbas & Templecombe PC for Play Equipment - S106	-22					R Parr	S Joel
Wyndham Park Play Area Equipment	67					R Parr	S Joel
Wyndham Park Play Area Equipment - S106	-67					R Parr	S Joel

Project Completed	2015/16	2016/17	2017/18	2018/19	2019/20	Project Officer	Project Sponsor
	Est Spend £'000	Est Spend £'000	Est Spend £'000	Est Spend £'000	Est Spend £'000		
Eastfields, Cuckhoo Hill Play Area Equipment		55				R Parr	S Joel
<i>Eastfields, Cuckhoo Hill Play Area Equipment - S106</i>		-55				<i>R Parr</i>	<i>S Joel</i>
Jarman Way, Chard - Play Area Equipment		42				R Parr	S Joel
<i>Jarman Way, Chard - Play Area Equipment - S106</i>		-42				<i>R Parr</i>	<i>S Joel</i>
<b>Grass Royal Play Area</b>		<b>10</b>				<b>R Parr</b>	<b>S Joel</b>
Synthetic Grass Pitch	11	5				L Pincombe	S Joel
Yeo Rec - Phase 2 Works (Pitch & Putt Fencing)		7				L Pincombe	S Joel
Grant to Henhayes Sports & Community Centre		14				L Pincombe	S Joel
Grant to Huish Episcopi Academy AGP	154	115				L Pincombe	S Joel
<i>Grant to Huish Episcopi Academy AGP - Inc S106</i>	-154	-115				<i>L Pincombe</i>	<i>S Joel</i>
Grant to Huish Episcopi Academy Swimming Pool	6	10				L Pincombe	S Joel
<i>Grant to Huish Episcopi Academy Swimming Pool - S106</i>	-6	-10				<i>L Pincombe</i>	<i>S Joel</i>
Grant to Westfield AGP		21				L Pincombe	S Joel
Scoreboard Langport & Huish Cricket Club	1					L Pincombe	S Joel
<i>Scoreboard Langport &amp; Huish Cricket Club - Inc S106</i>	-1					<i>L Pincombe</i>	<i>S Joel</i>
Grant to Milborne Port Rec Changing Rooms	5					L Pincombe	S Joel
<i>Grant to Milborne Port Rec Changing Rooms - Inc S106</i>	-5					<i>L Pincombe</i>	<i>S Joel</i>
Grant to Ilminster Football Club	35	126				L Pincombe	S Joel
<i>Grant to Ilminster Football Club - Inc</i>	-35	-76				<i>L Pincombe</i>	<i>S Joel</i>
<b>Upgrade Joanna France Building</b>		<b>27</b>				<b>L Pincombe</b>	<b>S Joel</b>
Grant to Henstridge Half MUGA	9					R Parr	S Joel
<i>Grant to Henstridge Half MUGA - S106</i>	-9					<i>R Parr</i>	<i>S Joel</i>
Grant for Chard Town Council Jocelyn Park	6					R Parr	S Joel
<i>Grant for Chard Town Council Jocelyn Park - Income</i>	-6					<i>R Parr</i>	<i>S Joel</i>
Yeovil Country Park Ranger Base	15					K Menday	S Joel
<b>Ham Hill Road Improvements</b>		<b>20</b>				<b>K Menday</b>	<b>S Joel</b>
Dual Use Sport Centre Grants		47				S Joel	V Sturgess
<i>Sports Zone- Inc</i>						<i>S Joel</i>	<i>V Sturgess</i>
Goldenstones 10 year plan	7					S Joel	V Sturgess
<i>Goldenstones 10 year plan/repayment</i>	-17					<i>S Joel</i>	<i>V Sturgess</i>
Wincanton Community Sports Centre 10 year plan	19	51				S Joel	V Sturgess
<b>Total Health &amp; Well-being</b>	<b>222</b>	<b>2,221</b>	<b>-62</b>	<b>-62</b>	<b>-62</b>		
<b>Total Capital Programme</b>	<b>1,866</b>	<b>8,339</b>	<b>1,516</b>	<b>-345</b>	<b>-345</b>		

Project Completed	2015/16	2016/17	2017/18	2018/19	2019/20	Project Officer	Project Sponsor
	Est Spend £'000	Est Spend £'000	Est Spend £'000	Est Spend £'000	Est Spend £'000		

**Reserve Schemes Awaiting new Appraisal but Approved in Principle**

	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	Project Officer
Old Town Station Reserve		321				
Market Towns Vision		300				
ICT Reserve	77	200				D Parham
Affordable Housing - Unallocated	84	1,542				C McDonald
Affordable Housing - rural exception schemes						C McDonald
<b>Investment in Market Housing</b>		<b>1,200</b>	<b>1,200</b>			C McDonald
Feasibility Fund - Unallocated	58	100				D Parham
Contingency for Plant Failure		199				
Home Farm, Somerton		298				I Clarke
Home Farm, Somerton - Inc		-200				I Clarke
Lufton 2000 - All Phases		390				S Joel
Lufton 2000 - All Phases - Inc		-1,406				S Joel
Sports Zone- Inc		-50				S Joel
Gypsy & Traveller Acquisition Fund		133				S Joel
Gypsy & Traveller Acquisition Fund - Inc		-83				S Joel
Infrastructure & Park Homes, Ilton - £60K Grant for MUGA		60				S Joel
Infrastructure & Park Homes, Ilton - Grant for MUGA - Inc		-60				S Joel
Infrastructure & Park Homes Contingency		91				S Joel
Infrastructure & Park Homes Contingency - Inc		-37				S Joel
<b>Transformation</b>		<b>1,250</b>	<b>1,250</b>			
	<b>219</b>	<b>4,248</b>	<b>2,450</b>	<b>0</b>	<b>0</b>	

Project Completed	2015/16	2016/17	2017/18	2018/19	2019/20	Project Officer	Project Sponsor
	Est Spend £'000	Est Spend £'000	Est Spend £'000	Est Spend £'000	Est Spend £'000		

**Area Reserve Schemes Awaiting Allocation But Approved in Principle**

	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	Project Officer
<b>North</b>						
Local Priority Projects - enhancing facilities and services	0	170	0	0		C Jones
<b>Top Up Funding</b>		<b>25</b>				
<b>South</b>						
Unallocated programme	0	151	0	0		K Close
Play area refurbishment - District allocation	0	15	0	0		K Close
<b>Top Up Funding</b>		<b>25</b>				
<b>East</b>						
Unallocated Capital Reserve	13	6	0	0		H Rutter
Parish Infrastructure Fund	0	25	0	0		H Rutter
Retail Support Initiative	0	0	0	0		H Rutter
Community & Leisure Grants	1	0	0	0		H Rutter
<b>Top Up Funding</b>		<b>25</b>				
<b>West</b>						
Ilminster Community Office	0	20	0	0		A Gillespie
Area West Markets Improvement Group (Nov 2010 committee)	6	0	0	0		A Gillespie
Unallocated Programme	0	113	0	0		A Gillespie
<b>Top Up Funding</b>		<b>25</b>				
<b>Total</b>	<b>20</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Capital Programme	1,866	8,339	1,516	-345	-345
Contingent Liabilities and Reserve Schemes	239	4,848	2,450	0	0
<b>Total Programme to be Financed</b>	<b>2,105</b>	<b>13,187</b>	<b>3,966</b>	<b>-345</b>	<b>-345</b>

## PROFILE OF CAPITAL BIDS

Appendix I

Capital Bids Submitted	2016/17 £'000	2017/18 £'000	2018/19 £'000	Total £'000
<b>Essential Schemes</b>				
2016-03 Capital Works to Council Portfolio	226			<b>226</b>
2016-07 Octagon Theatre Stage Dimmer Lighting	64			<b>64</b>
2016-08 Yeovil Innovation Centre Phase II Extension	292	1,000		<b>1,292</b>
<b>Subtotal of Essential Bids</b>	<b>582</b>	<b>1,000</b>	<b>0</b>	<b>1,582</b>
<b>Other Schemes</b>				
2016-01 Yeovil Innovation Centre Car Park Facilities	120			<b>120</b>
2016-02 Ham Hill Road Improvements	19			<b>19</b>
2016-04 Upgrade of Joanna France Building, Bill Whistlecroft Athletics Arena	27			<b>27</b>
2016-05 Grant to Grass Royal Play Area	10			<b>10</b>
2016-06 Access all Areas Footpaths on Open Spaces	127			<b>127</b>
<b>Subtotal of Other Bids</b>	<b>303</b>	<b>0</b>	<b>0</b>	<b>303</b>
<b>Non-Scoring</b>				
Top up to Area Capital	100			<b>100</b>
2016-09 Investment Housing Fund (Self funding)	1,200	1,200		<b>2,400</b>
Transformation	1,250	1,250		<b>2,500</b>
<b>Subtotal of Non Scoring Bids</b>	<b>2,550</b>	<b>2,450</b>	<b>0</b>	<b>5,000</b>
<b>Total of All New Capital Bids</b>	<b>3,435</b>	<b>3,450</b>	<b>0</b>	<b>6,885</b>

Lost interest at 3.15% 2016/17 £	Lost interest at 3.15% 2017/18 £	Lost interest at 3.15% 2018/19 £	Total Cumulative Revenue Cost £
7,119	0	0	<b>7,119</b>
2,016	0	0	<b>2,016</b>
9,198	31,500	0	<b>40,698</b>
<b>18,333</b>	<b>31,500</b>	<b>0</b>	<b>49,833</b>
3,780	0	0	<b>3,780</b>
605	0	0	<b>605</b>
841	0	0	<b>841</b>
315	0	0	<b>315</b>
4,001	0	0	<b>4,001</b>
<b>9,541</b>	<b>0</b>	<b>0</b>	<b>9,541</b>
3,150	0	0	<b>3,150</b>
0	0	0	<b>0</b>
39,375	39,375	0	<b>78,750</b>
<b>42,525</b>	<b>39,375</b>	<b>0</b>	<b>81,900</b>
<b>70,399</b>	<b>70,875</b>	<b>0</b>	<b>141,274</b>



**Summary of 2016/17 Capital Investment Appraisals**

Ref	Scheme Description	Lead Officer	Bid £'000	Pages
2016-01	Yeovil Innovation Centre Car Park Facilities	David Julian	120	2-12
2016-02	Ham Hill Road Improvements	Katy Menday	19.2	13-22
2016-03	Enhancement works to Council Portfolio	Garry Green	226	23-33
2016-04	Upgrade of Joanna France Building, Bill Whistlecroft Athletics Arena	Lynda Pincombe	26.7	34-55
2016-05	Grant to Grass Royal Play Area	Rob Parr	10	56-63
2016-06	Access all Areas Footpaths on Open Spaces	Stephen Fox	127	64-72
2016-07	Octagon Theatre Stage Lighting Dimmer System	Adam Burgan	64	73-80
2017-08	Yeovil Innovation – Extension	David Julian	1,292	81-99
2017-09	Investment in Market Housing	Colin McDonald	2,400	100-108
	Transformation		2,500	
	Top up Area Capital		100	
<b>Total</b>			<b>6,884.9</b>	



# South Somerset District Council

## Project Brief

**Project Number:** 2016-01

**Project Name:** Yeovil Innovation Centre Parking Spaces

**Original Date Created:** 14/08/15

**Document Version:** 3

**Author:** David Julian

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## 0 Document Control

### 0.1 Document Approval

Name	Organisation	Role	Approval	Date
YIC car parking	YIC/SSDC			

### 0.2 Revision History

Version	Author	Review	Reason For Issue	Date
1	Rebecca O'Neill	David Julian	Initial Draft	12.8.15
2	David Julian	Nicola Hix	Second draft	14.8.15
3	Nicola Hix	David Julian	Financial sections reviewed	17.9.15

### 0.3 Document Distribution

Name	Organisation	Role
Project Resource Group	SSDC	Asset, Property, Procurement, IT Review
Green Team	SSDC	Carbon Management Perspective

### 0.4 Document References

Section Reference	Document Referred	Document Title

## 1 Purpose

This application seeks capital funding for the creation/ construction of sixty (60) new permanent car parking spaces and ancillary works at the Yeovil Innovation Centre.

## 2 Project Outline

The project will provide 60 additional car parking spaces at Yeovil Innovation Centre. The project will also include additional safety features such as safety lighting and a securely controlled access gate.

This project is highlighted in SSDCs Investing in Infrastructure programme. This programme was prioritised by elected member workshop with YIC as the top priority project. The programme was formally approved by SSDC District Executive Committee in October 2014.

The programme of work for this bid forms the initial phase of the YIC phase 2 project. The provision of additional car parking will be essential, but has been brought forward here as car-parking has already reached capacity and now causes problems on a daily basis.

The improvements requested in this bid and the forthcoming phase 2 YIC expansion fit (or enable) SSDC corporate objectives and wider corporate policy objectives as follows:

### **SSDC's Council Plan 2012-15 includes:**

- provide targeted support for start-ups and small businesses and those with the aspiration to expand
- promote business diversification and innovation to increase the value of local employment.

### **SSDC's ED Strategy:**

- develop low carbon opportunities and provide the conditions for innovation and entrepreneurship.
- support the LEP in encouraging new businesses in the low carbon sector to start up or grow their market.

### **Somerset Growth Plan identifies:**

- 'Aerospace, advanced manufacturing and low carbon energy' with key centres for growth including Yeovil.
- ...and a core part of the vision and a priority for investment.

### **HOTSWLEP's Economic Plan/ Growth Deal:**

- highlights aerospace as a "transformational opportunity" for the South West

### **Central government policy:**

- recognises the sector as a national growth opportunity and the National Industrial Strategy for Aerospace, 'Lifting off – Implementing the Strategic Vision for UK Aerospace'

- future government support will focus on aerodynamics, propulsion, aerostructures and advanced systems.

## 2.1 Authority Responsible

SSDC as owners of the site and the operator at YIC are the responsible body. HCA who retain a charge on the title of the land have granted permission for SSDC to undertake these works.

## 2.2 Background

The provision of additional car parking at the site is outlined in the report *Investing In Infrastructure – prioritising our project*, as presented to District Executive Committee in October 2014. Innovation Centre Phase 2 was the highest prioritised project in the report and included the pre-requirement to sub-divide the remaining anchor tenancy space (around 3000 sq ft) in the building and the creation of 60 additional car parking spaces. As new tenants have now leased the remaining large anchor tenancy space, this capital funding is requested only for the creation of additional car parking spaces

The tenant occupation of Yeovil Innovation Centre has followed the trajectory broadly outlined in the initial feasibility plans with 28% occupation in the first year, 45% occupation by year 2 and approximately 65% occupation by year 3. Currently the YIC is 83% occupation and will be 98% occupation when the new tenants move in to the anchor space on the second floor.

It had been predicted that car parking would become a problem at YIC as the occupancy of the building increased. Temporary car parking bays were created in 2011 to increase capacity, but this had only ever been intended to provide a stop-gap solution. By 2014/15 it was clear that the car parks had reached capacity at peak times- especially if additional meetings or conferences were being hosted at the premises. At peak times car parking does overspill into the field or into Copse Road- and neither of these scenarios are desirable or sustainable.

It is anticipated that as YIC reaches peak occupation in 2015, the limited car parking capacity will become a serious issue. Furthermore, the expansion of YIC into its second phase will see the existing car parking facilities become seriously inadequate.

The car new park site will be in close proximity and slightly to the south west of the existing building. Effectively it will replace the existing temporary car park and will also take a portion of the abutting the green field area.

## 2.3 Project Objectives

The outputs for the project will be:

- to create sufficient car parking spaces for existing and future tenants and their visitors, and;
- providing increased security for current and future tenants by having an electronic gated access.

The project objectives cannot be dissociated from the primary objectives of YIC:

- increasing the number of business start-ups in South Somerset,
- improving the survival and growth rates of knowledge based business in the region,
- generating high value local employment opportunities, and;
- helping diversify the local economy.

## 2.4 Project Scope

### Inclusions

The costs include the creation of 60 car parking spaces, associated drainage works, excavation, consolidation, surfacing, making of bays, safety lighting and modifications to the existing car park gates to control site access and eliminate unauthorised incursion.

### Exclusions

Any works beyond the defined car parking and entrance area

### Constraints and Decisions

If funding is not granted there is a reputational danger associated with the lack of parking at a key economic facility in Yeovil. Risks associated with this project are detailed in the table below. This project already has planning permission.



**Figure 1: Project location at Yeovil Innovation Centre**

### Interfaces

Not applicable

## 2.5 Quality Expectations

These will be defined by the UK statutory regulations that apply to the design and construction of a permanent car parking area.

## 2.6 Carbon Management

Improved car parking capacity will reduce the amount of vehicular movement around the building. Currently at peak times cars will circulate looking for car parking spaces and

eventually move out to Copse Road to park. This would reduce unnecessary carbon emissions associated with vehicular parking manoeuvres.

Consideration has been given to porous parking, but we are concerned about trip hazards for shoe heels and the seepage of mud/ stone particles into the building. The current porous car parking surfaces have proved problematic in terms of carpet cleaning in the foyer and the actual car parking surface has deteriorated very quickly.

We have provided a secure parking area for cycles and there are shower facilities at YIC, but cycling and walking has not proved a favoured mode of transport in the 6 years of the operation so far. Only 6 of a total 140 employees in the building either regularly walk or cycle to work. Employees seem to prefer negotiating the parking issues that switch their mode of transport. Car share has been encouraged in the past.

Public transport is an issue around Lufton, with only two designated bus stops and a continually reducing service.

**Most visitors and business travel from further afield in the district and beyond and both our train and bus services are completely inadequate.**

In many ways the request for additional parking mirrors the recent situation and need at Brympton Way. This is a very well used and largely inadequate car park for which SSDCV has sole responsibility.

### 3 Initial Business Case

#### 3.1 Reasons

YIC phase one has seen the level of tenancy expand to approximately 85% in terms of floor-space occupancy since it opened.

Date	Number of units occupied
2009	9
2010	14
2011	20
2012	25
2013	28
2014	30
2015	34

This table indicates the increasing occupancy levels (even with a turnover of businesses who have grown and moved out of the centre.)



Car parking spaces are directly impacted by YIC occupancy, with the car park believed to have reached its maximum capacity at around 75% of YIC occupancy. With occupancy expected to hit an unexpected peak of 98% in October 2015.

In plain terms the current car parking facilities are at full capacity. The resultant overspill onto Copse Road or the YIC field neither are desirable or sustainable.

The need for a more secure gated entry system has been necessitated by a number of traveller incursions onto the site. Each incursion is counter-productive to the business ambience of YIC and necessitates extra patrols and presence of our security company. Two incursions have resulted in unplanned costs totalling over £3,500

### 3.2 Anticipated Benefits

- Increased Car Parking capacity for YIC
- Safer, better lit, better surfaced parking facilities
- Improved appearance of site
- Improved security of site
- Reduced trampling of mud into YIC in Winter
- No overspill of car parking into Copse Road
- Greater tenant and visitor satisfaction
- More professional ambience
- Pre-requisite to the phase 2 expansion of YIC

### 3.3 Options

- Temporary car parking surfaces have been tried but do not provide a long term solution.
- Grass area car parking only possible in dry weather.

### 3.4 Key Project Information Summary

<b>3.4.1</b>	<b>Expected Duration Of Project</b>			
	Start date:	Spring 2016		
	Other Key Milestones with Dates:			
	Expected Completion Date:	Summer 2016		
<b>3.4.2</b>	<b>Estimate of Officer Time Required: -</b>			
	<b>Officer's Title</b>	<b>Estimate of Officer hrs</b>	<b>Officer available? Y/N</b>	<b>Agreement of Officer? Y/N</b>
	Economic Development Officer	10	Yes	Yes
	Property & Eng Services Manager	30	Yes	Yes
	Senior Building Surveyor	15	Yes	Yes
	YIC staff in general	20	Yes	Yes
	<b>Comment by Property Services:</b>	Property services have designed the scheme and gained planning permission. They will put the work out to tender and project manage the scheme.		
	<b>Comment by Information Systems (if new IT system):</b>	<i>Not applicable</i>		

	<b>Comment by Green Team:</b>	<p>If successful would like to see use of:</p> <ul style="list-style-type: none"> <li>- Sustainable &amp; porous materials</li> <li>- Locally sourced materials</li> </ul> <p>Consideration of surface to be applied considering possible additional building works at the site.</p> <p>Cycling provision, including additional cycle parking should be considered to encourage use of bikes instead of cars.</p> <p>Preferential car share spaces. Consideration for installation of an electric charge point.</p> <p>Encourage planting of native hedge and trees to compensate for loss of grass land.</p>
	<b>Comment by Equalities Officer:</b>	<p>Project must provide additional parking bays for disabled visitors as close to the building as possible. 'Access For All' have offered to provide comment on plan. Additional parking, and removal of the overspill area will improve accessibility particularly for those with mobility issues. Safety lighting and the securely controlled access gate will provide protection and access support to all groups</p>
<b>3.4.3 Risk Assessment</b>		
	<b>Risk</b>	<b>Steps taken to mitigate Risk</b>
	Financial - overspend	Project fully costed and will be project managed by SSDC Property Services.
	Project timetable over-run	Weather dependent, but late Spring through Summer are the ideal months.
	Current lack of parking space	Already at capacity, will become exacerbated in the future.
	Expansion of existing YIC	<p>There is a funding application being considered (GD3) that may see the centre expanding.</p> <p>If this is successful we need to align the timetable for car park work with the expansion of the building</p>
	Poor current provision for disabled parking	Currently adequate, but only just so. Improvements would enable better provision closer to the building
	Current temporary parking surfaces are an accident risk	<p>There is not a 'don't do anything' option. The current surfaces have deteriorated creating sliding hazards for pedestrians and vehicles and we are responsible for mishaps associated with poor infrastructure.</p> <p>Lighting and surfacing are currently adequate but not good. There are safety considerations in this application.</p>

Risk of traveller incursion and unauthorised use of car park is high. We have had 3 costly traveller incursions in recent years	Gated entry would reduce long-term costs, improve security of the site and reduce casual and unauthorised parking (which occasionally happens with overspill from other businesses on the Lufton.estate.
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## 4 Financial Investment

### 4.1 Financial Investment – Capital Projects

<b>4.1.1</b>	<b>Total Costs and Funding – Capital Project</b>						
		<b>Funding Body</b>				<b>£' 000</b>	
	SSDC Capital: -	District Executive				120	
	<b>Total Capital Cost</b>					<b>120</b>	
<b>4.1.2</b>	<b>Breakdown of main areas of cost</b>						
		2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	
	Additional car parking spaces		110				
	Installation of a gate		10				
	<b>Totals</b>		<b>120</b>				
<b>4.1.3</b>	<b>External funds to be received</b>						
		Secured? Y/N	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
	N/A						
	<b>Totals</b>						
<b>4.1.4</b>	<b>Revenue Implications of Capital scheme</b>						
		Cost Centre	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
	Loss of interest @ 3.15% (PWL 10yr rate 10.7.15)	FT922		3.8			
	(Savings in expenditure)						
	Revenue Costs by Individual Budget: (List)						
	Revenue Income						
	<b>Total Revenue Expenditure / (Net saving)</b>			<b>3.8</b>			
	<b>Cumulative</b>						
Any additional revenue expenses e.g. lighting and 3-yearly re-lining works will be met from existing revenue budgets. No additional budget will be required.							

<b>4.1.5</b>	<b>Whole Life Costing</b>	
	Estimated useful life of asset (years)	15
	Total Revenue Costs Year 1 to 5 - (single re-line on year 3) Electricity @ £200 pa	£250 £1,000
	Annual Revenue Cost after year 5 - (Re-line on year's 6, 9 and 12) Average per year @ £300	£750 £2,000
	<b>Total cost over whole life of asset</b>	<b>£4,000</b>
<b>4.1.6</b>	<b>VAT Implications</b>	
	YIC is opted to tax for VAT purposes, so any VAT incurred on this project is fully recoverable.	
<b>4.1.7</b>	<b>Impact on Band D</b>	
	Additional spend	£120,000
	Lost interest at 3.15%	£3,780
	Divided by tax base	£57,143
	<b>Cost per band D tax payer</b>	<b>0.06p</b>

## 5 Project Organisation

### 5.1 Provisional Project Management Team

Name	Role/ Title
Martin Woods	Project Sponsor
David Julian	Project Manager
Gary Green for SSDC	User Representative
Not yet procured	Supplier Representative

### 5.2 Interested Parties

Name	Reason	Action required
HCA	Charge on land title	Permission received Adjustment to capital share in project (see below)
SCC	Co- funder of main YIC project	Adjustment to capital share in project (see below)

## 6 Other Useful Information

This SSDC capital investment will increase the overall investment that SSDC has made in the YIC project since 2007. As the other funding partners (SCC and HCA) will not be making any further capital contributions, SSDC's overall share of the YIC project will increase in comparison to SCC and HCA. This means that SSDC is entitled to take an increased share of any profits accrued. This investment will be repaid through the YIC revenue income, although the repayment period will be long-term and dependent on the level of future income.



# South Somerset District Council Project Brief

Approved Budget within Service Plan? **Yes/ No**

**Project Number: 2016-02**

**Project Name: Ham Hill Road Improvements**

**Date Created 26 August 2015**

**Document Version: 3.0**

**Author: Katy Menday**

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## 0 Document Control

### 0.1 Document Approval

Name	Organisation	Role	Approval	Date

### 0.2 Revision History

Version	Author	Review	Reason For Issue	Date
1.0	Katy Menday	Nicola Hix	Submission of Bid to Finance	26.8.15
2.0	Nicola Hix	Katy Menday	Financial sections completed	17.9.15
3.0	Project Resource Group	Katy Menday	Picture of site and map of area to be included.	13.10.15

### 0.3 Document Distribution

Name	Organisation	Role
Project Resource Group	SSDC	Asset, Property, Procurement, IT Review
Green Team	SSDC	Carbon Management Perspective

### 0.4 Document References

Section Reference	Document Referred	Document Title

## 1 Purpose

Approval of funding to repair the private road at Ham Hill Country Park.

## 2 Project Outline

The Countryside Service are seeking to replace three sections of tarmac road on the private roadway at Ham Hill Country Park as they are in a very poor state of repair.

The road is a key access point to facilities and parking at the heavily used Country Park. SSDC is committed to maintaining the Country Park for residents and visitors.

Focus Two: Environment

- Maintain our country parks, optimising the use of external funding.

Focus Four: Health and Communities

- Maintain and enhance the South Somerset network of leisure and cultural facilities, optimising opportunities for external funding to promote healthy living.

### 2.1 Authority Responsible

SSDC are responsible as detailed below.

### 2.2 Background

Ham Hill has been designated as a Country Park since 1975. As a free to access countryside site an access infrastructure was built at the time of designation and has been modified and repaired over the intervening years. The main road running through the Country Park (Camp Road) is Highway and maintained by the Highways Authority. However the loop road that serves the Northern Spur quarry, Prince of Wales public house, public car parks, Ranger's Office and public toilets is privately owned and responsibility for its maintenance falls to SSDC as the tenants of the Duchy of Cornwall (the landowner).

The road experiences heavy vehicular use throughout the year, this is comprised mainly of country park visitors, and also pub visitors and deliveries and on some stretches, vehicular traffic to the quarry. A significant number of large pot holes have appeared over the years and these have been repeatedly patched by the ranger team using appropriate materials. The road is now in such a poor state of repair in 3 areas that further patching is not feasible. SSDC have now paid out twice to claimants for repairs to their vehicles after they damaged them on potholes in the road.

### 2.3 Project Objectives

- By repairing the road, access to the country park will be retained and improved for both vehicles and those on foot, using wheelchairs and mobility vehicles and pushing pushchairs.
- The completed project will be maintained by the on-site countryside ranger team.

### 2.4 Project Scope

#### Inclusions

Replacement of three areas of tarmac at:

- The main entrance / exit to the Highway
- The access road to the Ranger's Office
- The narrow stretch between the large quarry gate and Prince of Wales pub car park





## Exclusions

All required works are included here.

## Constraints and Decisions

Under the terms of the management agreement with the Duchy of Cornwall SSDC are obliged to maintain the country park access road in an acceptable state of repair. This we have been trying to achieve for many years but it has now gone beyond a point where the rangers can maintain it. To ensure that we fulfil the terms of our agreement this works needs completing. If we postpone works any longer we run the risk of increasing claims against SSDC for damage to the visiting public's vehicles. In addition to providing vehicular access, the roadway is heavily used by visitors on foot and in mobility vehicles, and the poor state of repair poses an increasing hazard.

## 2.5 Quality Expectations

SSDC Engineers have been consulted and visited site to assess this proposed repair scheme. The engineers will work with the countryside service to deliver the repairs.

## 2.6 Carbon Management

No issues arising from this bid.

## 3 Initial Business Case

### 3.1 Reasons

There have been a growing number of complaints over the past few years from motorists accessing, and using the private roadway, with regards its poor state of repair. In busy periods cars are forced into significant pot holes when trying to pass each other on the narrow routes, and claims from motorists for damage to their vehicles have been processed and paid through SSDC Insurances.

The poor state of repair of the road gives a very poor first impression of an otherwise well maintained Green Flag Award winning park. Over the past 4 years inspecting Green Flag judges have all commented on the poor state of the road and recommended repairs.

The on-site rangers receive a steady stream of verbal complaints from visitors about the ongoing poor state of the route.

SSDC are obliged under the terms of their management agreement with the landowner, the Duchy of Cornwall, to keep the road in a good state of repair. As both the Duchy of Cornwall and Prince of Wales Public House have an interest in the road they were asked for a contribution toward works. Both parties have offered £400.

### 3.2 Anticipated Benefits

- No further financial insurance claims against SSDC for damage to visitor's vehicles.
- Improved Green Flag inspection reports.
- Better access for all visitors whether in vehicles, on foot or in wheelchairs.

### 3.3 Options

The most cost effective way of achieving this project is through use of a specialist contractor with management by SSDC Engineering and Countryside

### 3.4 Key Project Information Summary

<b>3.4.1</b>	<b>Expected Duration Of Project</b>			
	Start date:	October 2016		
	Other Key Milestones with Dates:			
	Expected Completion Date:	November 2016		
<b>3.4.2</b>	<b>Estimate of Officer Time Required: -</b>			
	<b>Officer's Name</b>	<b>Estimate of Officer hrs</b>	<b>Officer available? Y/N</b>	<b>Agreement of Officer? Y/N</b>
	Countryside Manager	10	Yes	Yes
	Engineering & Property Services Manager	20	Yes	Yes
	Countryside Rangers Ham Hill	22	Yes	Yes
	<b>Comment by Property Services:</b>	Resources available within the Property & Engineering Services Team to deliver this programme in the timescales shown.		
	<b>Comment by Information Systems (if new IT system):</b>	N/A		
	<b>Comment by Green Team:</b>	If successful would like to see use of: <ul style="list-style-type: none"> <li>- Sustainable materials but suitable for HGV use.</li> <li>- Locally sourced materials</li> </ul>		
	<b>Comment by Equalities Officer:</b>	By repairing the road, access to the country park will be retained and improved for vehicles and those on foot, bicycle, horseback and those using wheelchairs, mobility vehicles and pushing pushchairs.		

3.4.3 Risk Assessment		
	Risk	Steps taken to mitigate Risk
	<p>Project fails to meet deadlines. Work needs completing in winter months to avoid busiest months on site.</p> <p>Businesses reliant on road for access are unaware of works and are negatively affected by works.</p> <p>Complaints from general public due to disruption during works</p> <p>Loss of financial contributions from stakeholders.</p> <p>Risk to general public and businesses throughout works.</p> <p>Costs increase once quotations received based on detailed specifications.</p>	<p>SSDC Officers programme and attend site meetings to ensure deadlines met and contractor secured and running to time.</p> <p>Quarry and Pub landlord consulted and agree to works in advance of scheme progressing. Works are phased to allow business continuity. Busy Summer and Christmas periods avoided. Countryside Manager and Rangers stay in close contact in advance and throughout works to resolve any issues.</p> <p>Warning notices erected in advance of works to explain the programme and duration of works.</p> <p>If small amounts then Countryside budget to support funding gap.</p> <p>Contractor employed known and approved by SSDC and registered with Constructionline. Full risk assessments and insurances provided by contractor in advance and site meetings take place to plan management of works. Contractors aware that working on a busy public site, countryside rangers on hand to help with public interface in case of queries or problems.</p> <p>Re-assess the scheme and if necessary request extra funding from stakeholders or SSDC Countryside.</p>

## 4 Financial Investment

### 4.1 Financial Investment – Capital Projects

4.1.1 Total Costs and Funding – Capital Project			
		Funding Body	£' 000
	SSDC Capital: -	District Executive	19.2
	Other Sources: - Contributions	Prince of Wales Public House Duchy of Cornwall	0.4 0.4 TBC
	<b>Total Capital Cost</b>		<b>20</b>

4.1.2 Breakdown of main areas of cost							
			2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
	Employment of specialist contractor to remove and relay 3 areas of tarmac			19.2			
	<b>Totals</b>			<b>19.2</b>			
4.1.3 External funds to be received							
		Secured? Y/N	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
	Prince of Wales PH	Y		0.4			
	Duchy of Cornwall	N		0.4			
	<b>Totals</b>			<b>0.8</b>			
4.1.4 Revenue Implications of Capital scheme							
		Cost Centre	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
	Loss of interest @ 3.15% (PWL 10yr rate 10.7.15)	FT922		0.6			
	(Savings in expenditure)						
	Revenue Costs by Individual Budget: (List)						
	Revenue Income						
	<b>Total Revenue Expenditure / (Net saving)</b>						
	<b>Cumulative</b>			0.6			
4.1.5 Whole Life Costing							
	Estimated useful life of asset (years)						8 years
	Total Revenue Costs Year 1 to 5						0
	Annual Revenue Cost after year 5						£200
	<b>Total cost over whole life of asset</b>						<b>£600</b>
4.1.6 VAT Implications							
	Based on the current information provided to us there are no VAT implications.						
4.1.7 Impact on Band D							
	Additional spend						£19,200
	Lost interest at 3.15%						£605
	Divided by tax base						£57,144
	<b>Cost per band D tax payer</b>						<b>0.01</b>

## 5 Project Organisation

### 5.1 Provisional Project Management Team

Name	Role/ Title
Steve Joel	Project Sponsor
Garry Green	Project Manager
Katy Menday	User Representative
Contractor TBC	Supplier Representative

### 5.2 Interested Parties

Name	Reason	Action required
Mike and Nicki Holroyd Landlord at Prince of Wales PH	Road serves their business and customers	To be kept informed throughout project by Katy Menday and Ranger Team
Sarah Bird Land Agent for The Duchy of Cornwall	Owners of the road and hold management agreement with SSDC for its repair. Also owners of the PH.	To be advised as to progress with works

## 6 Other Useful Information



View from main Highway junction  
onto private loop road.



View out onto Highway.



View from Ham Hill Centre towards Highway, obvious patches from repairs over the years.



Road around to Prince of Wales Inn



# South Somerset District Council Project Brief

Approved Budget within Service Plan? No

**Project Number:** 2016-03

**Project Name:** Capital Works to The Council's Property Portfolio

**Date Created** 01/09/15

**Document Version:** 1.2

**Author:** Garry Green

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## 0 Document Control

### 0.1 Document Approval

Name	Organisation	Role	Approval	Date
	SSDC			

### 0.2 Revision History

Version	Author	Review	Reason For Issue	Date
1.0	Garry Green	Nicola Hix	First Draft	01/09/15
1.1	Nicola Hix	Garry Green	Financial sections completed	24/09/15
1.2	Nicola Hix	Garry Green	Contents of bid revised	19/11/15

### 0.3 Document Distribution

Name	Organisation	Role

### 0.4 Document References

Section Reference	Document Referred	Document Title
	2016-2017 Capital Works Summary Spreadsheet attached	Initial Condition Reports prepared by Kirkham Board Associates – priority rating C and B only (reviewed by Property Services)
	2016-2017 Crematorium Capital Works spreadsheets attached	Required works as prepared by consultants survey reports and follow up investigations.

## 1 Purpose

To ensure the continuance of funding for planned capital work to Council owned and leased buildings, to ensure that 'fully serviced' buildings are provided in accordance with Service Plan and Corporate Plan objectives.

## 2 Project Outline

The continuation of capital funding, for the period 2016/17, to support the planned rolling programme of work for the next five year period, prepared from Survey Inspections, carried out by in-house surveyors and some external consultancy. The work is prioritised in accordance with the Property Repair and Maintenance Policy.

### 2.1 Authority Responsible

SSDC are wholly responsible for the maintenance of their assets, with the exception of the Crematorium which partly falls to the Crematorium and Cemetery Joint Burial Committee.

### 2.2 Background

The Council have had in place for the previous ten years prepared programmes of planned capital works. These programmes had operated for a five-year period at a time for all of the Councils owned and leased properties. Surveyors have carried out visual inspections of our buildings and have prepared programmes of work on this basis. Detailed inspections of the majority of our principle buildings have also been carried out by consultants to show the full extent of the planned maintenance/enhancement work which needs to be carried out for the five-year period. These costs have been incorporated with the visual surveys of the remainder of our buildings to show the total investment need for the next five years from 2015/16 through to 2020/21. The costs of all of the identified work have been split into Capital (for enhancement work), and Revenue for the remainder.

The purpose of this bid is to cover the Capital works (enhancement element of the identified work) for 2016/17 within the programme. It is agreed to review this on an annual basis rather than over a five year period due to changing economic and financial circumstances.

### 2.3 Project Objectives

The project objectives link to the following Corporate Themes:

Corporate Plan Focus 2: Environment,

- Reduce CO2 from SSDC operations; and Address & Adapt to Climate Change
- Maintain an attractive environment to live in

Corporate Plan: Deliver well managed, cost effective services valued by our residents:

- Increase overall / general satisfaction with local area which includes the appearance of the Council's portfolio of properties

In addition the project will combine with other objectives as listed below;

Service Plan Objectives:

- To deliver the process for planned maintenance as listed in the Property and Engineering Services Service Plan.

Asset Management Plan:

- To deliver the process for planned maintenance as listed in the Corporate Strategy.

Audit Recommendation:

- To ensure delivery of planned maintenance to ensure compliance with District Audit.

To continue to provide fully service buildings for service managers and commercial users. This further bid, if successful, is to enable continuation of the enhancement programme.

## 2.4 Project Scope

### Inclusions

Appointment and co-ordination of a major contractual works programme to deliver the rolling programme, through the use of Partnering Contractors or contractors (selected through Constructionline). The works will cover:

Improvements achieved through a capital works process for:

- Fire and Intruder Alarms
- Door Access Controls and CCTV

The works will involve:

- Liaison with Service Managers to explain the programme
- Discussions on operational challenges in carrying out the work
- Interim Site management of projects
- Appropriate discussion with stakeholders
- Developing the rolling programme, in agreement with Strategic Director
- Obtaining any necessary permissions and consents for the programme

### Exclusions

The rolling programme of planned maintenance does not include:

- Work to buildings, which are covered by, specified 5, 10 or 30-year plans; for instance the capital works element of the Goldenstones and Octagon ten-year plans, and the same at Wincanton Sports Centre.
- Work for capital works at Yeovil Innovation Centre.
- Work to capital works for Castle Cary Market House

### Constraints and Decisions

These would fall into the following categories:

- Inability to resource programme due to other commitments
- Need to programme the works within Service Manager commitments
- Legislative requirement e.g. Planning Permission, Listed Building Consent or Building Regulation Requirements.

### Interfaces

These would arise from any change to the Property Portfolio, any change in building features or any change in policy:

- Disposal of Property
- Acquisition of Property

- Major refurbishment of a property including carbon reduction measures.
- Accommodation or Building function Reviews

Any one of these would cause a review of the items listed for Improvement or change in the rolling programme of work.

## 2.5 Quality Expectations

Contract would be monitored through the usual SSDC contract process by:

- Choice of accredited contractors through Financial Regulations and Procurement Policy
- Contracts Manager administration of contracts to ensure Contract compliance
- Use of Partnering Contractors who work to agreed standards
- Compliance with SSDC Health and Safety requirements.

## 2.6 Carbon Management

The rolling programme of work will contribute to the carbon management process by:

- Using sustainable materials as far as possible
- Using locally sourced materials as available
- Employing energy saving equipment in Electrical and Mechanical Work

These features will be developed as the detailed specifications for the works are evolved.

# 3 Initial Business Case

## 3.1 Reasons

This bid will ensure the delivery of Service Objectives, namely;

To have in place a planned maintenance/capital works programme to ensure:

- Protection of the Councils Investment in the Property Portfolio
- Buildings continue to meet the needs of users and service providers
- Buildings are kept in good repair and maintained to an appropriate standard
- Over time there is less demand for reactive repairs
- Maintenance is undertaken in a planned and co-ordinated manner
- Opportunities are taken to combine capital works with improvements in energy use/efficiency where practicable
- Sustainable products and systems are introduced where practicable

The project will also assist in Asset Management Planning by:

- Providing the Strategic Asset Management Board with key information on building conditions in order for their informed decisions to be made on future asset strategy.
- Providing service managers with fully serviced buildings.

## 3.2 Anticipated Benefits

In carrying out the project this will result in the following benefits and outcomes:

- Health and Safety Standards are maintained for Staff and the Public
- Buildings are well maintained and remain capable of securing market value

- Buildings are available for public access for the published opening hours
- Expenditure is levelled out to improve budgeting
- Environmental benefits arise from energy efficiency and sustainable improvements
- Allows for continued funding to extend the five year maintenance programme (allowing this to become a rolling programme)
- Continued funding to allow for maintenance backlog
- Adequate funding to ensure a 75% -25% split in expenditure is achieved for planned maintenance v's reactive maintenance in accordance with District Audit best practice recommendations.

To ensure the continued effectiveness of the programme there will be:

- Consultations with service providers to ensure buildings continue to meet their requirements for service delivery
- Buildings will be monitored through surveys to ensure that they are maintained to an appropriate standard
- Property Valuations can reflect the Councils investment in planned capital works.
- No adverse reports from Regulatory Bodies on Health and Safety  
Fire Risk or similar issues as a consequence of lack of building or system upgrades
- Less likelihood of public or employee liability claims arising through lack of building or system enhancements

### 3.3 Options

The preferred option here is to delivery this rolling programme through Partnering contractors. Using the SSDC agreed schedule of rates. Other options would be to:

- Employing Contactors and consultants on a Competitive Tender/Quotation basis.
- The use of SSDC Framework agreements, or,
- Using Framework agreement employed by other Councils in accordance with
- Procurement Procedures

### 3.4 Key Project Information Summary

3.4.1	Expected Duration Of Project	
	Start date:	April 2016
	Other Key Milestones with Dates:	Approval of funding - Feb 2016 Consult service managers if necessary – April/May 2016 Prepare programme of works – May 2016 Review progress - December 2016 Review Programme for 2017/18 in August 2016 and as necessary
	Expected Completion Date:	March 2017

3.4.2 Estimate of Officer Time Required: -				
Officer's Name	Estimate of Officer hrs	Officer available? Y/N	Agreement of Officer? Y/N	
Property & Eng Services Manager	4+ per month	Yes	Yes	
Principal Property Management Off	6+ per month	Yes	Yes	
Property Management Officer	3+ per month	Yes	Yes	
Property Management Officer	3+ per month	Yes	Yes	
Senior Building Surveyor	5+ per month	Yes	Yes	
Property Management Officer	4 +per month	Yes	Yes	
<b>Comment by Property Services:</b>	A Property Services project and there are adequate resources to develop this project.			
<b>Comment by Green Team (Officer Advisory Group):</b>	<p>Need to use sustainable materials (if possible)</p> <ul style="list-style-type: none"> <li>• Paints</li> <li>• Locally sourced materials</li> <li>• Use of FSC sourced softwoods and hardwoods</li> </ul> <p>Try to use environmentally aware contractors</p> <p>Aim to reduce energy consumption by using:</p> <ul style="list-style-type: none"> <li>• Light fittings which are low energy</li> <li>• Increased levels of insulation (with sustainable materials)</li> <li>• Greater efficiency for all new plant and equipment specified if possible.</li> </ul> <p>Sharing of equipment between services will ultimately reduce carbon impact.</p> <p>With regarding to landscaping works, would like to see environmentally friendly approach considering wildlife gardening.</p> <p>Ensure that we keep in line with all relevant environmental legislation e.g. the cremators.</p> <p>There should be a process whereby we promote our sustainable approaches</p> <p>to Property Management, to the public by use of posters etc.</p>			
<b>Comment by Community Cohesion Officer:</b>	Any improvements should conform to the requirements of BS8300 and part M of Building Regulations and should be compliant with the Equality Act 2010.			
<b>Comment by Other Services requiring significant input:</b>	N/A			

3.4.3 Risk Assessment	
Risk	Steps taken to mitigate Risk
Unable to deliver programme due to rising cost of building materials	Ensure that competitive or negotiated tender for work to achieve best value, are employed
Major system or building failures result in funds being switched	Build flexibility into original 5 year programme to ensure that a revised programme can be implemented if necessary annually
Unable to deliver programme because of staff/resources shortfall	Able to employ Consultant employed on a schedule of rates if necessary
Unable to deliver programme because of Contractor difficulties or market forces	Use of fully accredited companies to ensure Technical, financial and H & S compliance.
Increase in property portfolio without the additional funds	Seek adequate funding from DX before Purchase.
Cost over-runs on individual contracts	Effective Project management by Property Services or use of Consultants.
Reduction in planned maintenance to urgent works only may have Corporate liability issues if problems arise	Ensure monitoring/maintenance of buildings is ongoing to identify unexpected necessary repairs and action. Seek additional funding from DX
Reputational risk of building fabrics not being updated for customers and staff	Ensure monitoring/maintenance of buildings is ongoing to identify unexpected necessary repairs and action. Seek additional funding from DX
Reduced business continuity plan for building portfolio by reducing planned enhancements.	Ensure monitoring/maintenance of buildings is ongoing to identify unexpected necessary repairs and action. Seek additional funding from DX

## 4 Financial Investment

### 4.1 Financial Investment – Capital Projects

4.1.1 Total Costs and Funding – Capital Project		Funding Body	£' 000
	SSDC funding:	District Executive	226
	Other Sources: e.g. Grants	Yeovil Without Parish Council 11% of Crematorium costs	7
	<b>Total Capital Cost</b>		<b>233</b>

4.1.2 Breakdown of main areas of cost		2016/17	2017/18	2018/19	2019/20	2020/21	
		£'000	£'000	£'000	£'000	£'000	
Fire & Intruder Alarm							
➤ Brympton Way		47					
➤ Churchfields		26					
➤ Lace Mill		8					
➤ Lufton		20					
➤ Petters		20					
➤ Octagon		36					
Crematorium							
➤ Crematory Parts		26					
➤ Replacement Boiler		12					
➤ Tower Emissions Platform		25					
➤ Fire & Intruder Alarm		3					
Contingency for other issues arising		10					
<b>Totals</b>		<b>233</b>					
4.1.3 External funds to be received		2016/17	2017/18	2018/19	2019/20	2020/21	
		£'000	£'000	£'000	£'000	£'000	
Yeovil Without Parish Council (for Crematorium)		7					
<b>Totals</b>		<b>7</b>					
4.1.4 Revenue Implications of Capital scheme		Cost Centre	2016/17	2017/18	2018/19	2019/20	2020/21
			£'000	£'000	£'000	£'000	£'000
Loss of interest @ 3.15% (PWL B 10yr rate)	FT922		7				
(Savings in expenditure)							
Revenue Costs by Individual Budget: (List)							
Revenue Income							
<b>Total Revenue Expenditure / (Net saving)</b>			<b>7</b>				
<b>Cumulative</b>							
4.1.5 Whole Life Costing							
Estimated useful life of asset (years)		Perpetuity					
Total Revenue Costs Year 1 to 5		Costs met from within existing revenue budgets					
Annual Revenue Cost after Year 5		Costs met from within revenue budgets					
<b>Total cost over whole life of asset</b>		<b>N/A (at present)</b>					



<b>4.1.6</b>	<b>VAT Implications</b>	
	<p><b>SSDC Capital Works</b></p> <p>Based on the current information provided to us, the VAT is recoverable on this project, however the future activity/use will have some exempt supplies and will therefore have an adverse effect on the Council's Partial Exemption Calculation. However, due to the size of the project it is hoped that the VAT could be accommodated within this Council's 5% Limit.</p> <p><b>Crematorium/Cemetery Capital Works</b></p> <p>As the Crematorium and Cemetery Committee are on a separate VAT Registration Number to SSDC we need to look at this capital project in isolation.</p> <p>The VAT attributable to the works carried out at the crematorium will have to be paid back to HMRC via the Crematorium and Cemetery Partial Exemption.</p>	
<b>4.1.7</b>	<b>Impact on Band D</b>	
		<b>£</b>
	Additional spend	226,000
	Lost interest at 3.15%	7,119
	Divided by tax base	57,144
	<b>Cost per band D tax payer</b>	<b>0.12</b>

## 5 Project Organisation

### 5.1 Provisional Project Management Team

Name	Role/ Title
Laurence Willis	Project Sponsor
Garry Green	Project Manager
Burial Committee (for Crematorium) Alasdair Bell	Service Manager
ADM	Supplier Representative

### 5.2 Interested Parties

Name	Reason	Action required
Service Managers	Work may affect their facilities	Co-ordinate contracts with service users own needs

## 6 Other Useful Information

There may be possible revenue savings on energy costs as some aspects of the individual enhancement works are to provide energy and efficiency measures such as insulation, double glazing, and roof repairs

Revenue savings have not been quantified at present time.



# South Somerset District Council Project Brief

Approved Budget within Service Plan? <b>Yes/ No</b>
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**Project Number:** 2016-04

**Project Name:** Upgrade of Joanna France Building, Bill Whistlecroft Athletics Arena, Yeovil

**Date Created** 21/08/15  
**Document Version:** 4.0  
**Author:** Lynda Pincombe

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## 0 Document Control

### 0.1 Document Approval

Name	Organisation	Role	Approval	Date
Steve Joel	SSDC	Assistant Director		

### 0.2 Revision History

Version	Author	Review	Reason For Issue	Date
1.0	Lynda Pincombe	Nicola Hix	For review by Project Board	21/08/15
2.0	Nicola Hix	Lynda Pincombe	Financial Sections updated	21/09/15
3.0	Project Resource Group	Lynda Pincombe	Amendments to detail in bid and Contingency figure	13/10/15
4.0	Lynda Pincombe	Nicola Hix	Financial Sections Updated	14/01/16

### 0.3 Document Distribution

Name	Organisation	Role
Jake Hannis	SSDC	Project Manager
Peter Biggenden	SSDC	Property and Engineering Services advisor
Lynda Pincombe	SSDC	Project Sponsor
Garry Green	SSDC	Property and Engineering Service Manager
Diane Layzell	SSDC	Senior Property Advisor
Gary Russ	SSDC	PRG - Procurement

### 0.4 Document References

Section Reference	Document Referred	Document Title

## 1 Purpose

To approve funding to work with Yeovil Olympiads Athletics Club (YOAC) to upgrade the Joanna France Building at the Bill Whistlecroft Athletics Arena in order to provide better facilities for club athletes and to provide disabled friendly changing, toilet and clubhouse facilities for community users.

## 2 Project Outline

To reconfigure the internal layout of the Joanna France building in order to create a space that is capable of accommodating the modern day needs of YOAC, while allowing SSDC to utilise the space for other uses and to create accessible toilet and changing facilities for all users of the athletics track. The changes will ideally incorporate a small extension to the one of the storage rooms within the building, providing that this can be afforded within the project budget.

Details of the current site layout, existing building layout and proposed layout are included as appendices A and B.

Unfortunately, due to the Capital Programme bidding timelines, this report is being brought to committee before the conclusion of the legal documents covering the property and how the control and usage of the new facilities will work. Please be assured that this discussion are continuing and are scheduled to be concluded by end March 2016. As part of these ongoing discussions with YOAC, the Sport England grant bid will also be completed.

### Links to SSDC Plans

The project contributes to the delivery of Focus Four, Health and Communities, within the Council Plan 2012-2015.

This project is also an identified priority for 2015/16 within the Community Health and Leisure Service Plan.

### 2.1 Authority Responsible

The Community Health and Leisure team see this project as an opportunity to address a deficiency in accessible toilet provision for athletes and spectators and to also use the clubhouse to generate additional secondary spend (at non-YOAC events) from food and beverage sales (from the clubhouse area) and to generate income from lettings.

The project is being worked up in close collaboration with YOAC although it is anticipated that SSDC will lead on the delivery of the project and will oversee the management of the building when not required by YOAC via a shared use agreement following construction.

### 2.2 Background

The Joanna France Clubhouse was built in the mid 1980's by the Joanna France Memorial Trustees/Yeovil Olympiads Athletics Club (YOAC) on SSDC land immediately adjacent to the synthetic athletics track in Yeovil. However, it is unknown why a lease between SSDC and the Trustees for the building was drafted but never signed. The draft lease was due to take effect for a term of 50 years from 1<sup>st</sup> March 1986 with a rent of £1 per annum payable to reviewed after 15 years.

The facility itself contains a central social area, serving area, storage, and male and female changing (no disabled facilities) and small office space but does not meet modern day design standards and is not energy efficient largely due to the absence of any roof insulation.

The building is operated by YOAC and as such the building/toilet facilities are generally only available during YOAC run events and club sessions. When the clubhouse is closed, users are required to use the public toilets (if open) in the Jon O'Donnell Pavilion over 300m away. The Jon O'Donnell Pavilion is outside the arena enclosure, and is reached via a relatively steep incline and along a path which is entirely unlit. This arrangement creates an issue for disabled users of the arena and also a safeguarding problem when children are using the track. The arrangement is problematic for users, particularly generally during evening training sessions when it is dark. Having clubhouse facilities immediately adjacent to the track will be the Council's athletics track more attractive to hire.

YOAC has consulted with their existing members who are keen to pursue a joint venture with SSDC to the mutual benefit of both parties.

The Senior Land and Property Officer has consulted with key members, relevant portfolio holders and relevant service managers about the principles of this project and in particular the proposed extension. There were no significant objections raised via this consultation process.

## 2.3 Project Objectives

- To deliver a more energy efficient clubhouse facility for Yeovil Olympiads Athletics Club and potentially other clubs who are based at Yeovil Recreation Centre as there is no alternative indoor social/club space available at the site.
- To make the building more accessible to disabled users.
- To deliver new DDA compliant accessible toilets and changing facilities within the fabric of an existing building in a more affordable way than delivering and maintaining stand-alone toilet facilities within the athletics arena.
- To enter into a shared use agreement with YOAC to enable the facility to be used to generate additional income from alternative uses such as hire for courses/activities and food sales during non YOAC athletics meetings.
- To make the Bill Whistlecroft Athletics Arena a more attractive facility to hire given availability ancillary facilities next to the track.
- To maintain and enhance local leisure facilities to promote healthy living in line with the Corporate Plan.
- To explore the potential to install photo voltaic panels on the roof of the Joanna France building which could have additional income potential for SSDC.

**Revenue Implications** – it is not considered that there will be any significant new revenue implications, but this is to be considered further through discussions with YOAC about a new lease and shared use agreement.

## 2.4 Project Scope

### Inclusions and Exclusions

A breakdown of project inclusions and exclusions is provided within Appendix 4. The proposed extension will be delivered in a future phase as is now clear that it cannot be afforded within the current cost envelope.

### Constraints and Decisions

This project will require external funding from Sport England in order for it to be deliverable. The earliest we will know whether funding is available is April 2016.

Detailed VAT advice has been sought from PS Tax in order to determine whether it will be better for SSDC to lead this project and apply for funding or for YOAC to lead. This has determined that it will be best for YOAC to apply for external funding and that SSDC will act

as a contractor for the delivery of improvements. SSDC will be required to charge VAT to YOAC on all costs other than those paid for by their own contribution if approved.

As there is no signed legal agreement in place between SSDC and the Joanna France Memorial Trust or YOAC this arrangement will need to be reviewed as part of this project. If ground rent is not charged in the future, then a District Executive report seeking agreement to this will be brought to committee.

The fees and charges for hire of the Bill Whistlecroft Athletics Arena will need to be reviewed to ensure that hire charges help offset any future revenue implications of this project.

## **Interfaces**

Not applicable to this project.

## **2.5 Quality Expectations**

The upgraded facilities will meet Sport England quality requirements and Building Regulations (and planning conditions if necessary).

## **2.6 Carbon Management**

The project aims to reduce energy consumption by using increased levels of insulation.

The project has the potential to utilise photo voltaic roof panels; subject to assessment by the appropriate Council Officers although the 2016 reduction in FIT will probably now make this proposition unviable.

# **3 Initial Business Case**

## **3.1 Reasons**

The Joanna France Clubhouse is outdated energy inefficient and is not available to the majority of track users; although several users would use the clubhouse facilities if they were available.

SSDC has no right of access to the Joanna France Clubhouse and therefore most users have to use the toilet and changing facilities within the Jon O'Donnell Pavilion around 300m away. Given the distance, topography and absence of lighting, this is not ideal for some users, particularly disabled athletes/spectators and children.

The project will address the deficiency of accessible toilet and changing facilities at a lower cost than creating stand-alone facilities within the athletics arena.

The project will also enable the Community Health and Leisure service generate additional income by allowing access to the building to self-drinks and snacks during non YOAC events and hire the facility to community users.

The project will address the absence of a signed legal agreement between the SSDC and YOAC relating to the Joanna France building.

### **Links to Corporate Plan**

The project objective specifically contributes to the delivery of Focus Four, Health and Communities, within the Council Plan 2012-2015. The project will specifically help to deliver in the following areas:

- Ensure that the strategic priorities of the Somerset Health and Wellbeing Board reflect local needs and align council resources to deliver projects to address those needs (this

project helps to address priorities 1 and 2 with the Somerset Health and Wellbeing Strategy).

- Maintain and enhance the South Somerset network of leisure and cultural facilities, optimising opportunities for external funding to promote healthy living.

### **Links to Community Health and Leisure Service Plan**

The progression of this project is an identified priority for 2015/16 within the Community Health and Leisure Service Plan.

## **3.2 Anticipated Benefits**

- A cost effective way to deliver accessible toilets and changing (stand-alone provision could cost in excess of £30,000).
- Increased income from food and drink sales – there are in the region of 20 athletics meetings where SSDC could operate food and drink sales from the Joanna France building if the clubhouse were available. It may be possible to generate in the region of £200 from food sales at any one event.
- It would be significantly easier for disabled users to access suitable toilet provision – there are currently 12 disabled athletes within the club alone.
- Toilet provision would be available for evening track bookings when the public toilets in the Jon O'Donnell pavilion have closed.
- The facility would provide a covered space to assist with the delivery of school holiday activity programmes at Yeovil Recreation Centre.
- The clubhouse could be hired out to new community users by SSDC generating modest additional income.
- Possible Feed in Tariff benefits if the building is capable of taking PV roof panels.
- Legal arrangement for the future management and rental of the Joanna France building clarified.
- The project will deliver an updated building that meets the requirements of over 170 club athletics.

A high level assessment of the costs of this project has previously been undertaken by Kirkham Board in conjunction with the Council's Property and Engineering team and this has helped SSDC and YOAC to prioritise the key improvements required in order to deliver the key project objectives within the budget available.

This initial assessment indicates that it would be more cost effective for the Council to deliver accessible toilet provision within an existing building than to deliver these facilities in isolation from the clubhouse.

In addition, by delivering accessible toilets within the existing clubhouse, there is added value of acquiring a community space to generate a new income stream for Yeovil Recreation Centre.

## **3.3 Options**

Stand alone toilets could be built in the arena – this would be more expensive and mean that SSDC would have an ongoing maintenance liability and the capital cost to SSDC would be higher.

To bring down project costs, it may be possible to avoid extending the clubhouse by upgrading some of the storage within the SSDC storage rooms.

The preferred option is to upgrade the Joanna France as per the drawings in Appendix 3 as



there is potentially only one opportunity to secure external funding for a project such as this and delivering the desired improvements in one phase is likely to be cheaper overall.

### 3.4 Key Project Information Summary

<b>3.4.1</b>	<b>Expected Duration Of Project</b>			
	Start date:	July 16		
	Other Key Milestones with Dates:	Planning application Decision – Nov 15 Quotations returned – Dec 15 Consider lease arrangement/Community use agreement – Jan 16 Submit bid to Sport England – Jan 16 Report to DX if necessary – March 16 External funding decision – Apr 16 Award Contract – June 16		
	Expected Completion Date:	September 16		
<b>3.4.2</b>	<b>Estimate of Officer Time Required: -</b>			
	<b>Officer's Name</b>	<b>Estimate of Officer hrs</b>	<b>Officer available? Y/N</b>	<b>Agreement of Officer? Y/N</b>
	Senior Sports & Healthy Lifestyles Officer	50	Y	Y
	Community & Leisure Manager	20	Y	Y
	Senior Building Surveyor	25	Y	N
	<b>Comment by Property Services:</b>	Resource can be provided by Property services for this project providing we know the anticipated timescales and it can programmed in with other committed work.		
	<b>Comment by Information Systems:</b>	N/A		
	<b>Comment by Green Team:</b>	Although funding is for a grant to the football club, would ideally like to see: Use of sustainable materials (if possible) <ul style="list-style-type: none"> <li>• Paints</li> <li>• Locally sourced materials</li> <li>• Use of FSC sourced softwoods and hardwoods</li> </ul> Try to use environmentally aware contractors Aim to reduce energy consumption by using: <ul style="list-style-type: none"> <li>• Sun pipes &amp; or light fittings which are low energy</li> <li>• Increased levels of insulation (with sustainable materials)</li> <li>• Greater efficiency for all new plant and equipment specified if possible.</li> </ul> Aim to reduce water consumption: <ul style="list-style-type: none"> <li>• Waterless urinals</li> <li>• Water saving devices</li> <li>• Rain &amp; grey water harvesting &amp; recycling</li> </ul>		

<b>Comment by Equalities Officer:</b>	The proposals have taken into account the observations raised from the Access Review undertaken by Access for All, (November 2015). Any improvements should conform to the requirements of BS8300 and part M of Building Regulations and should be compliant with the Equality Act 2010. The provision of accessible changing rooms and toilets will be a welcome and positive improvement to the facilities, providing access to the wider community.
---------------------------------------	--

<b>3.4.3</b>	<b>Risk Assessment</b>	
	<b>Risk</b>	<b>Steps taken to mitigate Risk</b>
	<p>Costs are currently indicative and budget available will be limited by the level of funding that can be applied for from external sources</p> <p>Not able to value engineer costs within project budget of £15,000</p> <p>VAT implications – depending on who leads the project, any unrecoverable VAT will increase overall project costs and may take the project over budget.</p> <p>Planning approval required if an extension is required – not guaranteed</p> <p>Lease negotiation/share use agreement – any disputes/committee decisions could slow down the delivery of the project.</p> <p>Delay in YOAC claiming external funding (of £75,000) and being able to pay SSDC for the building works procured on their behalf.</p>	<p>Regular project meetings with YOAC/Property Services to develop the project and use QS to firm up costs.</p> <p>Establish priorities for both parties. Look at alternative option for storage elsewhere on site to eliminate the cost of extending the building.</p> <p>Advice being sought from Karen Horley and PSTAX as necessary.</p> <p>Consider other storage options on the site as a backup.</p> <p>Regular meetings, keep key individuals informed.</p> <p>Recharge regularly during the construction phase so that YOAC can make interim claims to Sport England to minimise the financial risk to SSDC of leading the project.</p>

## 4 Financial Investment

### 4.1 Financial Investment – Capital Projects

<b>4.1.1</b>	<b>Total Costs and Funding – Capital Project</b>		
		<b>Funding Body</b>	<b>£' 000</b>
	SSDC Capital: -	District Executive	26.7
	Other Sources: - Grants	Yeovil Olympiads Athletics Club	26.7
		Sport England (TBC)	75
	<b>Total Capital Cost</b>		<b>128.4</b>

4.1.2 Breakdown of main areas of cost							
			2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
	Roof replacement/insulation						
	Disabled toilet provision incorporating a shower facility						
	Upgrade of current toilet facilities						
	Reconfiguration of external access for disabled access						
	DDA compliant automatic front door						
	Catering bar reconfiguration for food sales						
	New heating system						
	Extension for storage						
	Internal reconfiguration to allow disabled access		111				
	Replacement of guttering						
	Intruder alarm						
	New flooring						
	Emergency lighting						
	Decoration						
	Contingency (3%)						
	Non recoverable VAT		17.2				
	Sport England Signage		0.2				
	<b>Totals</b>		<b>128.4</b>				
4.1.3 External funds to be received							
		Secured? Y/N	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
	YOAC	Y	26.7				
	Sport England	N	75				
	<b>Totals</b>		<b>101.7</b>				
4.1.4 Revenue Implications of Capital scheme							
		Cost Centre	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
	Loss of interest @ 3.15% (PWL B 10yr rate 10.7.15)	FT922	0.8				
	(Savings in expenditure)						
	Revenue Costs						
	Revenue Income						
	<b>Total Revenue Expenditure / (Net saving)</b>		<b>0.8</b>				
	<b>Cumulative</b>						

<b>4.1.5</b>	<b>Whole Life Costing</b>	
	Estimated useful life of asset (years)	50 years +
	Total Revenue Costs Year 1 to 5	Not our asset
	Annual Revenue Cost after year 5	Not our asset
	<b>Total cost over whole life of asset</b>	<b>N/A</b>
<b>4.1.6</b>	<b>VAT Implications</b>	
	Advice from PSTAX has been sought on this project. The recommended procurement arrangement is for SSDC officers to oversee the improvement works and recharge YOAC for all works including VAT, except on the value of the project supported by SSDC.	
<b>4.1.7</b>	<b>Impact on Band D</b>	
	Additional spend	£26,700
	Lost interest at 3.15%	£841
	Divided by tax base	£57,143
	<b>Cost per band D tax payer</b>	<b>0.01p</b>

## 5 Project Organisation

### 5.1 Provisional Project Management Team

Name	Role/ Title
Lynda Pincombe	Project Sponsor
Jake Hannis	Project Manager
Geoff Coles (YOAC Chairman)	User Representative
Peter Biggenden	Supplier Representative

### 5.2 Interested Parties

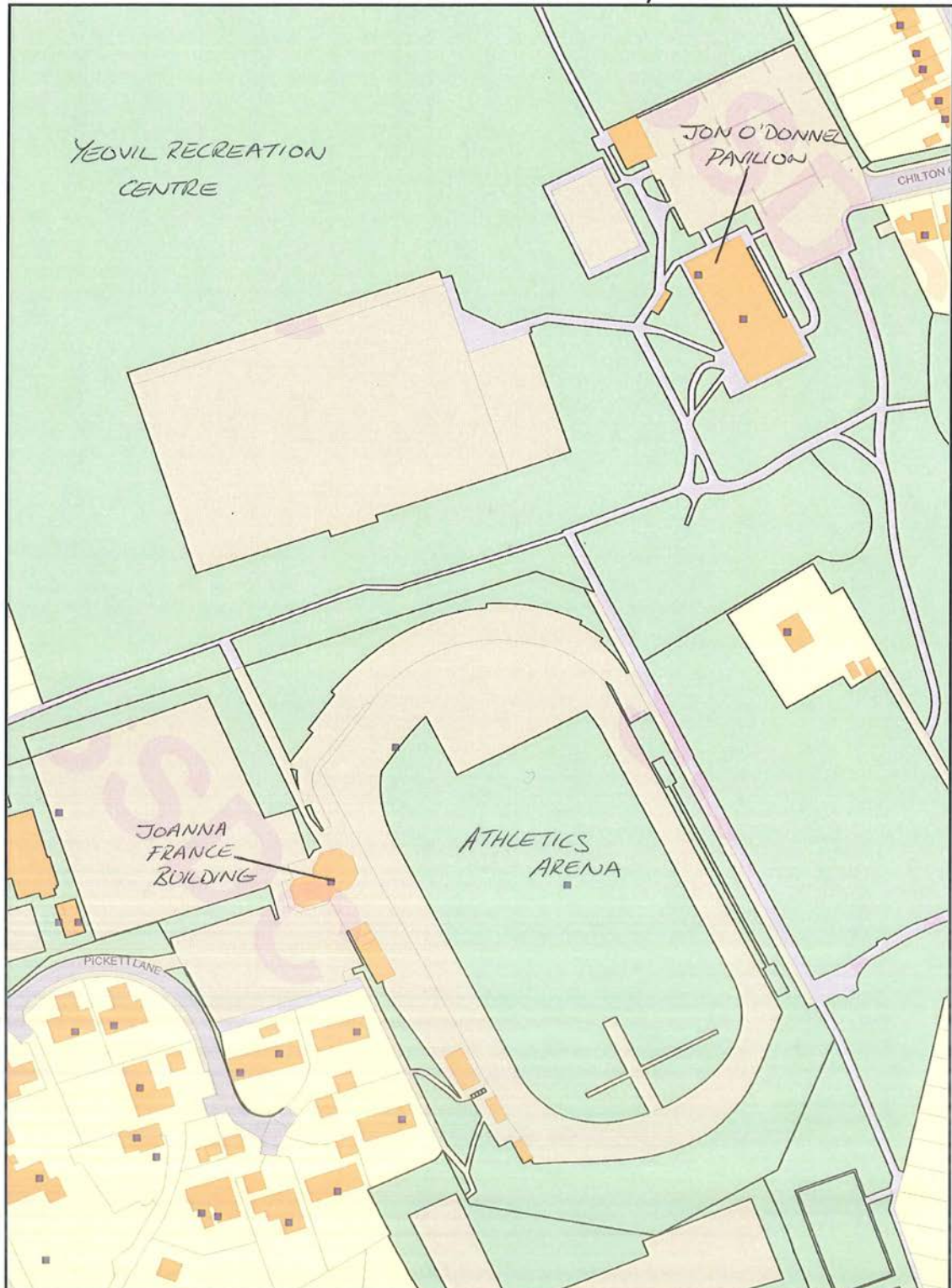
Name	Reason	Action required
Diane Layzell	Lease arrangement	Keep informed
Martin Hacker	PR	Keep informed

## 6 Other Useful Information

Access for All has assessed the current access arrangements for the Joanna France Clubhouse and if supported, this project would address their recommended improvements.

# Appendix 1 – Site Plan for the Joanna France Building

## Bill Whistlecroft Athletics Arena, Yeovil

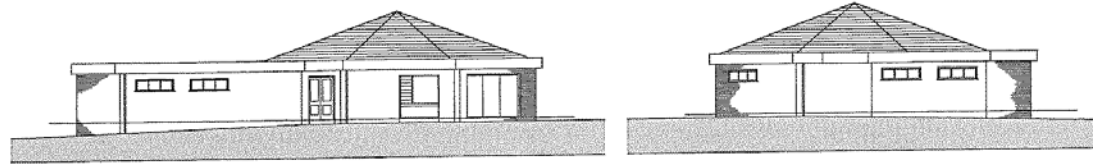


Scale  
Preserved

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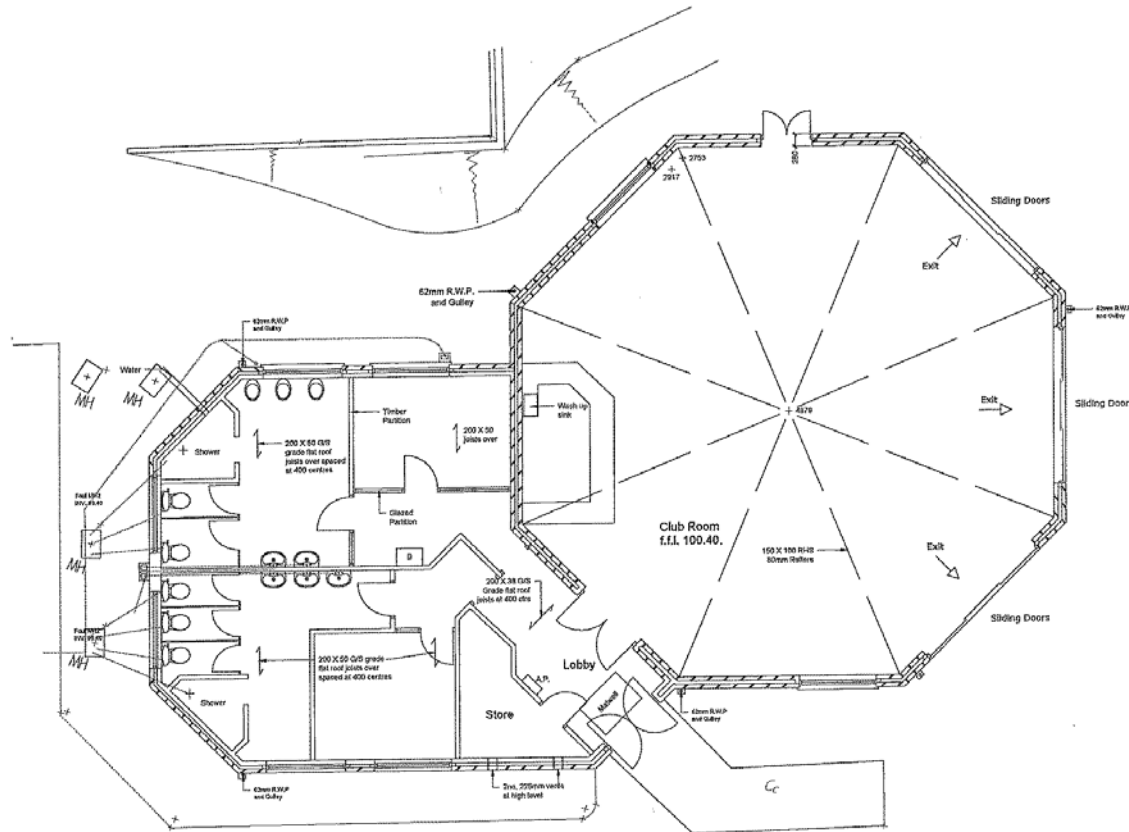


# Appendix 2 – Joanna France Building, existing layout

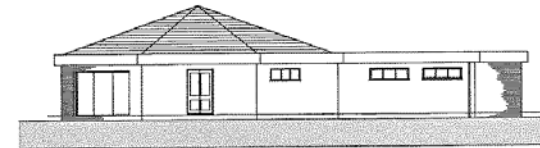


1:100 South Elevation

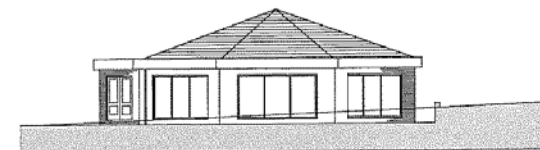
1:100 West Elevation



1:50 Ground Floor Plan



1:100 North Elevation



1:100 East Elevation

be regulated, stored, or transported in any form or by any means without permission.  
Do not scale drawings. Always refer to construction documents. Many dimensions are fixed, please contact Proctor Watts Cole Suite.

**Schedule of Materials**

**External Walls:**  
Clubroom -  
102.5mm facing brickwork,  
75mm Cavity with 25mm Thermaball cavity insulation within,  
102.5mm Facing Brickwork Internally.

Changing Room - As Clubroom but -  
100mm Concrete Blocks - full faced internally.

**Internal Walls:**  
100mm Blockwork

**Vertical D.P.A.:**  
To be provided to jambs of all external openings.

**Windows:**  
Double glazed aluminium to approved manufacture.

**Carities:**  
All cavities to be continuous.  
Provide all necessary cavity barriers.

**Structure:**  
All essential structural components to be in accordance with design details for steelwork, foundations etc by nominated structural engineers.

**Waste Pipe Sizes:**  
Sinks - 38mm  
Basins - 32mm  
Showers - 38mm  
WCs - 100mm

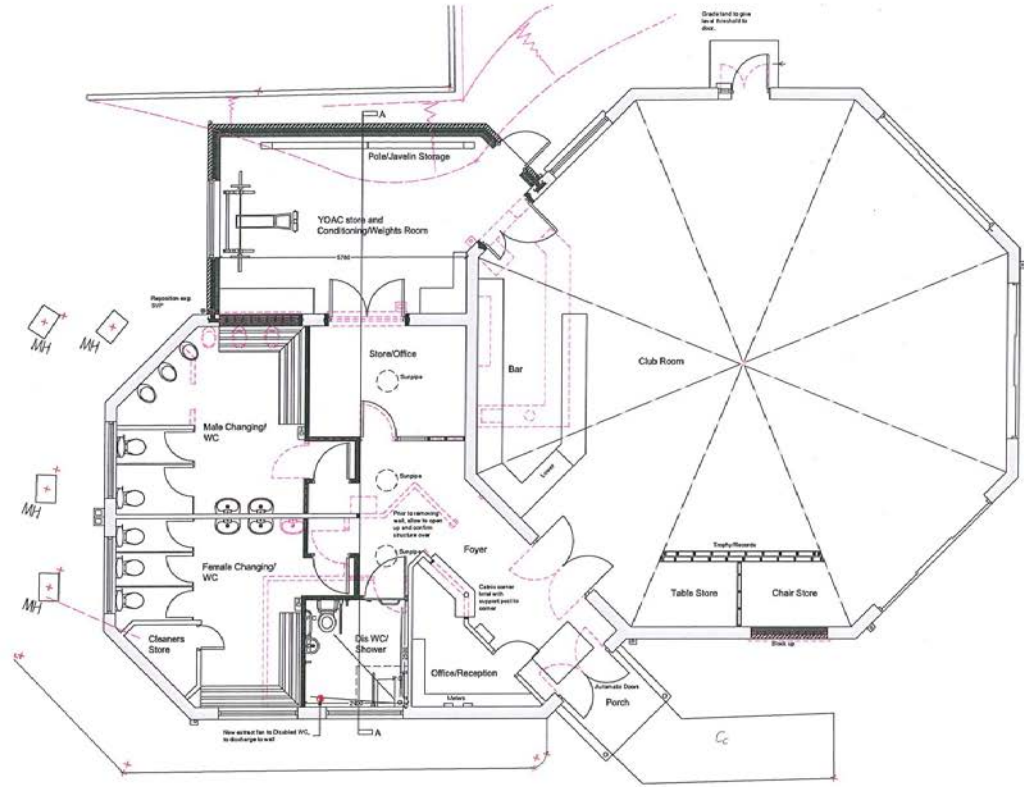
All fittings to have deep seal anti-siphonic traps to approved manufacture.



Rev	Description	By	Date
Client:	Yovul Olympiads AC	Drawn By:	
Title:	Floors and Elevations	Checked By:	
Project:	Yovul Recreational Centre Clubhouse	Scale:	1:100/1:50
Job No:	4717	Date:	21/12
	Drwg No:	501	Revision
 Proctor Watts Cole Suite Chartered Architects & Town Planners 100-102 St. Johns Street, Brisbane QLD 4000 Phone: 07 3251 5151 Fax: 07 3251 5152 www.pwco.com.au			

Appendix 3 – Joanna France Building, proposed layout, including possible extension

**NOTES:**  
 The drawings are prepared by copyright. Request of this document to be reproduced, stored, or transmitted in any form or by any means without the permission of the author.  
 Do not make off-site drawings for construction purposes. If any discrepancies are found, please contact Proctor Waits Cole Ruttler.



Ground Floor Plan 1:50

Existing roof sheathing in Club Room to be removed. Allow for modification for new Kingspan 'Thermal' profile insulated roof sheathing system (150mm max), fixed through to existing roof framework.

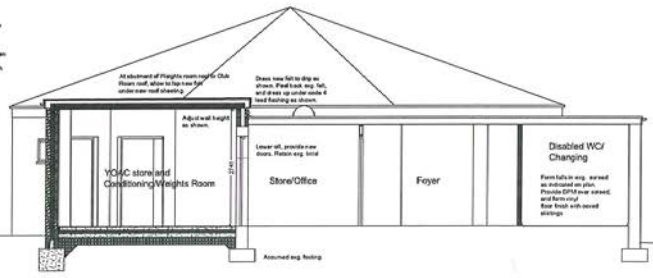
Roof to be:  
 125 x 50 Kingspan B440 steel deck on CMV  
 waterproofing strapped to steel deck, and wall plate  
 thermal insulation to outside of existing  
 Fibre fibre glass over 25mm ply deck, and bitumen  
 felt covering used to give an airtight seal.  
 Fibre mineral wool facing and gullies to match  
 existing. Provide access hatch.

Provide vapour barrier to D5 of joints,  
 and 125 Kingspan B440 insulation  
 100 Kingspan insulation board below  
 joists.

Floor to be:  
 100 Kingspan thermal  
 100 mm only fully finished D5 thermal  
 100 mm only fully finished D5 thermal  
 100 mm only fully finished D5 thermal  
 vertical slab over concrete or masonry  
 thermal cavity above to be finished.

Floor to be:  
 15 concrete  
 75 concrete (15 perimeter strip)  
 100 gullies  
 150g DPM  
 75 mm insulation  
 100 wall compartment floors

Concrete slab resting on  
 LA support



North Elevation 1:100



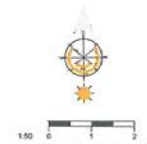
East Elevation 1:100



South Elevation 1:100



West Elevation 1:100



Rev./Description	By	Date
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5	YDAC	
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Project: Extension And Refurbishment Of Club House  
 Scale: As shown  
 Date: 21.05.11  
 Job No: 4717  
 Draw No: W01  
 Revision: Proctor Waits Cole Ruttler

## Appendix 4 – Project Inclusions and Exclusions

## Joanna France Memorial Clubhouse (YOAC) Refurbishment

## Statement of requirement/cost estimates - August 2015

Issue	Requirement	Feedback on design or thoughts on requirement	Estimated costs [£] Excl. VAT
Building	The building needs to be reconfigured in line with the agreed principles of the shared user agreement, to allow “commercial” use of the premises without losing the identity of the primary purpose as the YOAC clubhouse	<p>The Southern aspect window to be blocked up to allow for greater wall space</p> <p>An extension required with one dimension to be NLT 5m to allow for the storage of pole Vault Poles,</p> <p>Extension store room to be accessible directly from main hall</p> <p>Extension to knock through to the “committee room” to allow for additional storage space.</p> <p>The “committee room” area to remain backward convertible into office space to allow for Community Coach office in line with club development aspirations.</p> <p>Disability access to be achieved to all areas of the building</p> <p>Provision to be made for Disabled toilet facilities, incorporating a shower facility, and appropriate wet-floor</p>	<p>450</p> <p>35,000</p> <p>3,000</p> <p>14,000</p>



		<p>style flooring</p> <p>Upgrading of the current toilet facilities, to include removal of the current shower cubicles</p> <p>Current store/electrical cupboard to be enabled as a reception/small office.</p> <p>Walk way through to toilet areas to be reconfigured to enable disabled access and maintain restricted view into the toilet rooms.</p> <p>New internal doors throughout</p> <p>Emergency exit route to be reconfigured for disabled use, threshold lowered and slope with compliant hand rails provided.</p> <p>The catering bar to be reconfigured to allow for better access, and utility.</p> <p>Sinks to be raised to a more suitable working height.</p> <p>Access way required from main hall to extension to allow for storage of YOAC/SSDC owned equipment</p>	<p>6,000</p> <p>2,000</p> <p>1,000</p> <p>See item 12 – KBA Report</p> <p>1,500</p> <p>5,000</p>
<p>Flooring</p>	<p>Carpet is in clear need of replacement in the main hall</p>	<p>The choice is for carpet tiles as shown to the committee.</p> <p>Colour - Blue with fleck or Brown with fleck</p> <p>10-15% additional tiles should be bought to allow for damage etc</p> <p>It is considered that the tiles would be resilient to track –</p>	<p>5,000</p>

		<p>spikes although spikes should not be worn in the building</p> <p>Entrance ways should be protected with Doormat style matting – large access ways through window entrances</p>	<p>1,500</p>
	<p>Carpet is in clear need of replacement in the hall way</p>	<p>The choice is for carpet tiles as shown to the committee.</p> <p>Colour - Blue with fleck or Brown with fleck</p> <p>10-15% additional tiles should be bought to allow for damage etc</p> <p>It is considered that the tiles would be resilient to track – spikes although spikes should not be worn in the building</p> <p>Entrance ways should be protected with Doormat style matting</p>	<p>2,500</p> <p>1,200</p>
	<p>Carpet is in clear need of replacement in Back rooms and store</p>	<p>The choice is for carpet tiles as shown to the committee.</p> <p>Colour - Blue with fleck or Brown with fleck</p> <p>10-15% additional tiles should be bought to allow for damage etc</p> <p>It is considered that the tiles would be resilient to track – spikes although spikes should not be worn in the building</p> <p>Entrance ways should be protected with Doormat style matting – large access ways through window entrances</p> <p>Floor level in possible extension room must allow for wheeled trolleys to pass over the threshold unhindered</p>	<p>1,500</p>

**Project Brief**

**Project No. 2016-04**

	Flooring is in clear need of replacement in Toilet areas	Investigate commercial scale flooring for all toilet areas	See item 14 – KBA Report
Replace main roof	The primary purpose is to provide insulated solution to the roofing without changing the profile.	External roofing and internal covering solutions required to include insulation compliant with regulation.  Support beams to remain exposed for climbing rope	See item 1 – KBA Report
Replace repair guttering	Guttering to be replaced / repaired		1,500  See item 3 – KBA Report
Replace main access door	Compliant with DDA - automatic	There is a requirement for the main entrance door to be compliant with DDA.  It is considered that this will be an outward opening automatic door.  It is considered that an activation pad be required at a safe distance from the opened door to allow for wheel chair users to access the door, on the outside of the building.  This would require potential “porch” covering over the current ramp to protect the electrics, and persons waiting for access, and to protect the door when opened.  Access activation pad required at a suitable position inside the building	See item 6 – KBA Report          2,500
Improve lighting throughout	Energy efficient lighting to be provided throughout the building	Note the thoughts on potential future use of the “committee Room” which would require office compliant lighting.	See item 9 – KBA Report

**Project Brief**

**Project No. 2016-04**

Accessible/Disabled WC	Primary purpose of the restructuring is to provide better facilities for Disability Athletes and visitors to the clubhouse	It is thought that the area currently used as a Gym/Store could be converted to a Disabled Toilet and Shower facility  Access way would need improvement, potential removal of the ZigZag corridor partition	Included above
New Fire Doors and Ironmongery throughout	The amount of internal structural alterations makes the need for new internal doors etc. through out	To be compliant with regulation	See item 12 – KBA Report
Replace heating system	A heating system to be installed	GC has identified a warm air blower system that could be used effectively to provide heat for the building  Intent is for 2 blowers in the main hall, in the toilet area although locations are yet to be determined.  Must be cost efficient and provide instant heat, rather than radiator style heating which will just fill the roof void.	See item 17 – KBA Report
Provide ventilation in Toilet areas	Provide ventilation in Toilet areas	Standard extractor systems	See item 18 – KBA Report
Install emergency lighting system	Install emergency lighting system	if deemed necessary	See item 19 – KBA Report
Install new fire alarm	Fire Alarm to be fitted	or existing alarm system modified to support structural changes	See item 20 – KBA Report
Possible extension as store room to rear of main hall	To provide secure storage for equipment that belongs to YOAC, such as Pole Vaults, Weight Training equipment, Disability Racing Chairs etc	An extension required with one dimension to be NLT 5m to allow for the storage of pole Vault Poles,  Extension store room to be accessible directly from main hall	Included above

		<p>Extension to knock through to the “committee room” to allow for additional storage space.</p> <p>The “committee room” area to remain backward convertible into office space to allow for Community Coach office in line with club development aspirations.</p> <p>Disability access to be achieved to all areas of the building</p>	
Decoration throughout	The building will require a complete redecoration post building works	<p>Paint scheme to be simple and easily maintained</p> <p>Likely magnolia standard finish</p>	5,000
Redesign refit kitchen area	The Kitchen area could be reconfigured	<p>Sufficient storage space</p> <p>Better accessibility to sinks</p> <p>Compliant with H&amp;S doctrine</p> <p>Design to be confirmed</p>	See item 6 – KBA Report
Provide new tables and chairs	Table and chairs for main hall	<p>Removable/foldable and stackable</p> <p>Requires storage, either in the main hall or allocated area within the extension storage room</p> <p>Design/spec to be determined</p> <p>Number to be confirmed</p> <p>Needs to be suitable for YOAC and SSDC needs</p> <p>Comfortable enough to support meeting/briefing and dining</p>	Not included

**Project Brief**

**Project No. 2016-04**

Provide soft seating area	Comfortable lounge style seating	Needs to be robust enough to withstand an element of abuse	Not included
Provide new records boards	Potential to reconfigure the records boards in the clubhouse potentially on a new false wall, in conjunction with a purpose build trophy cabinet		2,000
Provide new notice board area	Greater wall spaces will enable	Club notice board to be provided  Potential for white screen are to be included for projector	1,500  450
Porch cover for main entrance	Porch cover for main entrance	Replacement of the main access door would require potential “porch” covering over the current ramp to protect the electrics, and persons waiting for access, and to protect the door when opened.	Included above
Intruder Alarm System	Intruder Alarm System	The current intruder alarm system needs to be modified to reflect all structural changes made to the building	3,000
Signage	Internal and external signage to be improved	Exits and compliant signage required to facilitate joint user agreement usage	See item 23 – KBA Report
Additional Purchases required	The build and reworking of the internal structures will require additional equipment	Trolleys for movement of Sports equipment  Protective floor covering for exercising  Alternative venue for duration of the build  New kitchen facilities – kettles cutlery crockery etc  New storage shelving required  Furniture as detailed above	Not included

Planning application fee			195
Building Regulation fee			910
Structural Engineer			950
Estimated costs from Kirkham Board Associates Ltd. report dated Nov. 2014			101,930
Contingency Sum [10%]			19,958
TOTAL			219,543



# South Somerset District Council Project Brief

Approved Budget within Service Plan? **Yes/ No**

**Project Number: 2016-05**

**Project Name: Grass Royal Play Area**

**Date Created 03/09/2015**

**Document Version: 1.3**

**Author: Robert Parr**



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## 0 Document Control

### 0.1 Document Approval

Name	Organisation	Role	Approval	Date

### 0.2 Revision History

Version	Author	Review	Reason For Issue	Date
1.0	Robert Parr	Nicola Hix	Initial first draft	3.9.15
1.1	Nicola Hix	Rob Parr	Financial sections reviewed	21.9.15
1.2	Project Resource Group	Rob Parr	Correction of form used – photo and map to be added	13.10.15

### 0.3 Document Distribution

Name	Organisation	Role
Project Resource Group	SSDC	Asset, Property, Procurement, IT Review
Green Team	SSDC	Carbon Management Perspective

### 0.4 Document References

Section Reference	Document Referred	Document Title

## 1 Purpose

The purpose of this project brief is to support the request for finance to deliver this project in partnership with Yeovil Town Council.

## 2 Project Outline

This project aims to refurbish the Grass Royal Play Area in Yeovil, in partnership with Yeovil Town Council. The play area was created in 2002 and after 13 years' service the infrastructure is in need of improvement to ensure it meets public expectations.

A project budget of £20,000 is estimated to be required to bring the play area back into a good condition and Yeovil Town Council (YTC) are expected to provide £10,000 with the expectation the remaining £10,000 will be provided by SSDC.

No site specific public consultation has yet taken place as until funding is secured it would not be correct to raise public expectations. However, extensive public consultation has taken place in development of our formally adopted Play Policy, various MORI surveys carried out by this council and these support the principle of providing good quality local equipped play areas.

### 2.1 Authority Responsible

SSDC owned play area.

Yeovil Town Council is seeking match funding from SSDC to carry out this project. SSDC manages YTC's play areas on their behalf, although many of these play areas are actually owned by SSDC. As YTC invests significant sums in SSDC owned play areas the principle of equal funding from both parties was established some years ago and is therefore expected by YTC.

### 2.2 Background

In March 2013 Yeovil Town Council gave its support to an outline five year improvement plan for the play areas SSDC manages on its behalf, which would see one play area improved each year for five years. The Grass Royal Play Area would be the third site improved.

### 2.3 Project Objectives

- Where practically possible the play area will comply with BS EN1176 and 1177.
- The play area will be improved to ensure it meets SSDC adopted quality standards, set out in the Local Development Framework evidence base.
- Provide a play area that improves the quality of play opportunities in the local area and as a result contributes to the Council Plan - Focus Four – Health & Communities, and critical activity to Maintain and enhance the South Somerset network of leisure and cultural facilities, optimising opportunities for external funding to promotes health living.
- Provide a play area which ensures our health and safety obligations are fulfilled.

### Inclusions

Play Equipment, Impact Surfaces, Street Furniture, Access Considerations, Landscaping.

### Exclusions

None

## Constraints and Decisions

Officer time is a constraint but Yeovil Town Council contribute towards staff costs so allocating time to this project is not unreasonable and is in SSDC's own best interests. Vehicle access to this site is not good, but this is not uncommon and officers have overcome this at many other sites in the district.

Should funding be allocated then the Senior Play & Youth Officer would represent SSDC on design/construction decisions and the Town Council's Grounds & General Committee would approve significant project decisions for their part. This is broadly the approach taken for many previous projects with Yeovil Town Council and appears to satisfy decision making requirements.

## 2.4 Quality Expectations

Both SSDC and YTC use a Play Area Audit system that assesses the overall quality of play areas. The finished play area will be expected to achieve at least a 'good' condition when re-audited after the project is complete

## 2.5 Carbon Management

No obvious impact.

## 3 Initial Business Case

### 3.1 Reasons

This project aims to refurbish the Grass Royal Play Area in Yeovil, in partnership with Yeovil Town Council. The play area was created in 2002 and after 13 years' service the infrastructure is in need of improvement to ensure it meets public expectations.

### 3.2 Anticipated Benefits

- Providing a good quality play area to local residents will provide them with valuable play opportunities that are well documented to improve both physical and mental wellbeing.
- Ensuring the play area is in an up to date good condition will reduce officer time spent fixing or maintaining a play area in decline. These time savings will be minimal and not enough to offer up any cashable savings.
- Completing this project is essential to ensure our responsibilities under Health & Safety Legislation continue to be fulfilled.
- The Play & Youth Facilities Team has extensive experience and successful track record in delivering projects of this nature. The necessary procurement processes will be followed to ensure value for money is achieved.

### 3.3 Options

- **One** – Develop the play area within existing revenue budgets. This option is discounted as the cost of works to the play area would exceed the funds available within revenue budgets that are already under pressure.
- **Two** – Remove play area. This option would be contrary to policy and our Council Plan. There would still be a demolition cost and in addition to the policy argument this option is discounted.
- **Three** – Refurbish the play area as detailed in this investment appraisal form. This option is the recommended approach.

### 3.4 Key Project Information Summary

<b>3.4.1</b>	<b>Expected Duration Of Project</b>			
	Start date:	April 2016		
	Other Key Milestones with Dates:	Local Consultation – April 2016 Final Design – Sept 2016 Procurement – Nov 2016 Construction Start – Feb 2016		
	Expected Completion Date:	March 2017		
<b>3.4.2</b>	<b>Estimate of Officer Time Required: -</b>			
	<b>Officer's Name</b>	<b>Estimate of Officer hrs</b>	<b>Officer available? Y/N</b>	<b>Agreement of Officer? Y/N</b>
	Senior Play & Youth Facilities Officer	110	Yes	Yes
	<b>Comment by Property Services:</b>	N/A		
	<b>Comment by Information Systems (if new IT system):</b>	N/A		
	<b>Comment by Green Team: (Officer Advisory Group):</b>	<p>Need to use sustainable materials (if possible)</p> <ul style="list-style-type: none"> <li>• Paints</li> <li>• Locally sourced materials</li> <li>• Use of FSC sourced softwoods and hardwoods</li> </ul> <p>Try to use environmentally aware contractors if external ones used.</p> <p>Would be nice to see more landscaping including planting and an all ability pathway linked to the existing pathways.</p>		
	<b>Comment by Equalities Officer:</b>	<p>Any improvements should conform to the requirements of the Equality Act 2010. Ensure consultation and engagement is undertaken with different communities including those with access issues.</p>		
NOTE: YTC make a financial contribution towards SSDC Officer costs each year to enable these projects				
<b>3.4.3</b>	<b>Risk Assessment</b>			
	<b>Risk</b>	<b>Steps taken to mitigate Risk</b>		
	The risk of SSDC not supporting this grant is that YTC could withdraw their financial support for the maintenance and management of 15 play areas in Yeovil. Project costs rise	<p>The best way to mitigate this risk is to support the grant.</p> <p>Officers are experienced in working within agreed budgets and would make necessary adjustments to ensure cost over runs to not occur.</p>		

## 4 Financial Investment

### 4.1 Financial Investment – Capital Projects

4.1.1 Total Costs and Funding – Capital Project							
		Funding Body		£' 000			
	SSDC Capital:	District Executive		10			
	Other Sources: - Grants	Yeovil Town Council		10			
	<b>Total Capital Cost</b>			<b>20</b>			
4.1.2 Breakdown of main areas of cost							
		2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	
	Supply & Install New Street Furniture	2					
	Supply & Install New Landscaping	1					
	Create New Footpaths to Improve Access	8					
	Supply & Install New Equipment	9					
	<b>Totals</b>	<b>20</b>					
4.1.3 External funds to be received							
		Secured? Y/N	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
	Yeovil Town Council	Yes	10				
	<b>Totals</b>		<b>10</b>				
4.1.4 Revenue Implications of Capital scheme							
		Cost Centre	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
	Loss of interest @ 3.15% (PWLB 10yr rate 10.7.15)	FT922	0.3				
	(Savings in expenditure)						
	Revenue Costs by Individual Budget: (List)						
	Revenue Income						
	<b>Total Revenue Expenditure / (Net saving)</b>		<b>0.3</b>				
	<b>Cumulative</b>						
4.1.5 Whole Life Costing							
	Estimated useful life of asset (years)						
	Total Revenue Costs Year 1 to 5	-					
	Annual Revenue Cost after year 5	-					
	<b>Total cost over whole life of asset</b>						

<b>4.1.6</b>	<b>VAT Implications</b>	
	Based on the current information provided, VAT is recoverable on this project	
<b>4.1.7</b>	<b>Impact on Band D</b>	
	Additional spend	£10,000
	Lost interest at 3.9%	£315
	Divided by tax base	£57,143
	<b>Cost per band D tax payer</b>	<b>0.01</b>

## 5 Project Organisation

### 5.1 Provisional Project Management Team

Name	Role/ Title
Robert Parr	Project Manager
Stephen Fox	Stakeholder/Project Team Input

### 5.2 Interested Parties

Streetscene have overall management responsibility of this site and would be fully involved and consulted throughout the projects delivery. A project steering group would be established with representatives of Yeovil Town Council and SSDC to provide oversight of the project until its completion.

Name	Reason	Action required
Yeovil Town Council	Site Partners	Secure their approval before placing orders or starting work.

## 6 Other Useful Information



# South Somerset District Council Project Brief

Approved Budget within Service Plan? No

**Project Number:** 2016-06

**Project Name:** 'Access for all' footpaths within various open spaces

**Date Created** 11/08/2015

**Document Version:** 1.0

**Author:** Stephen Fox & Ceri Owen



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## 0 Document Control

### 0.1 Document Approval

Name	Organisation	Role	Approval	Date
	SSDC			

### 0.2 Revision History

Version	Author	Review	Reason For Issue	Date
1.0	Ceri Owen	Nicola Hix	First Draft	01/09/15
1.2	Project Resource Group	Stephen Fox	Breakdown of funding required and capital element needed	12/10/15
1.3	Stephen Fox	Green Team	Additional info added	22/10/15

### 0.3 Document Distribution

Name	Organisation	Role
Project Resource Group	SSDC	Asset, Property, Procurement, IT Review
Green Team	SSDC	Carbon Management Perspective

### 0.4 Document References

Section Reference	Document Referred	Document Title

## 1 Purpose

To seek approval for funding to install a selection of 'Access for All' compliant hard surfaced footpaths within various open spaces across the district, **and** to improve their pedestrian access for all user groups.

## 2 Project Outline

The project involves the installation of approximately 4,100 metres of tarmacadam surfaced footpaths at a variety of open spaces across the district and improvements to the access points to ensure 'Access for All' compliancy.

The following corporate objective & policies apply:

- Ensure, safe, sustainable and cohesive communities
- Promote a balanced natural and built environment
- Streetscene service plan 2014/15
- Open Space strategy 2011/15
- Council plan 2012/15 : Health & communities
- SSDC access strategy
- SSDC health & well-being strategy

### 2.1 Authority Responsible

The installation and upgrading of these paths and entranceways falls under the responsibility of the District Council, the Open Spaces identified as part of this project either have paths and entrances that require upgrading or do not have any suitable pathways.

### 2.2 Background

Many of our older Open Spaces were traditionally designed simply as large green areas for informal activities and as such, little consideration was given to access and movement through these Open Spaces and to their longer term use.

Following an accessibility assessment of our key Open Spaces (as part of the evidence gathering for the Open Space Strategy), it was identified that several of our key Open Spaces were in need of improvement to meet current legislation and to increase their usability.

All of these sites are situated within the urban environment and serve a significant function for the local community; however certain groups within the community find it difficult, or are limited in their ability to use these facilities.

These improvements are aimed to address this shortfall in provision and to safeguard the usage of these Open Spaces for future generations.

Consultation and guidance has been undertaken with the Somerset Disability Forum (Access for All)

### 2.3 Project Objectives

The key objectives of this project are to:

- Ensure that key SSDC Open Spaces are 'Access for All' compliant
- To improve the infrastructure of the park

- To 'prolong' the reasonable usability of these Open Spaces.
- React in a responsible manner to changes in user demands
- React in a responsible manner to changes in user demographics
- To increase the effective usability of these key Open Spaces and its impact on the health benefits for its users.
- To enable key Open Spaces to become compliant with current legislation
- Removal of health & safety issues ( trip hazards)

## 2.4 Project Scope

### Inclusions

- Installation of new tarmacadam paths
- Installation/alteration of several gates and entrances
- Removal of trip hazards and resurfacing of existing paths
- Reinstatement of grass areas as required

### Exclusions

None

### Constraints and Decisions

If it is decided not to fund this project, it is possible that the reputation of the council could be damaged due to us not enabling certain groups of users access to our facilities in line with current legislation. As some of these requests are for repair & resurfacing works and we are responding to a known risk; we would also be potentially liable should a 'trip' type accident occur.

### Interfaces

None

## 2.5 Quality Expectations

Success will be measured by means of a site accessibility and risk assessment upon completion of the works and by the removal of potential trip hazards and increase in user benefits.

## 2.6 Carbon Management

It is envisaged that the installation of these paths will increase the ability for users to walk to work rather than drive, also two of the proposed paths are on direct school routes it is hoped that these paths would enable parents to take a shorter journey to school thereby negating the use of a vehicle.

## 3 Initial Business Case

### 3.1 Reasons

As part of the evidence gathering exercise for the Open Space strategy, all of our owned Open Spaces over 400m<sup>2</sup> were accessed for their accessibility. It became apparent following this exercise that several of our key Open Spaces were either lacking in compliant hard surfaced pathways and suitable entrances or they had existing paths that were no longer compliant or safe.

In brief the sites that are lacking in surfaced pathway are:

#### **Alvington Open Space – Yeovil**

The primary Open Space situated within the Bluebell Road development; there are currently no pathways installed within this well used area. Users with mobility issues are limited in their ability to access this site and during inclement weather the site is inaccessible for long periods. The installation of a new path is desirable to enable users with mobility issues access to all portions of this site, especially during inclement weather when the site is currently inaccessible for long periods.

#### **Minchington Close – Norton sub Hamdon**

A large heavily used space situated within the heart of the village; a new tarmac path was installed last year along the northern edge to remove pedestrians from the neighbouring highway (part of the walk to school route). It would be desirable to increase the usability and benefits of this space by installing a new path around the periphery of the site thereby linking the existing path with the existing ROW and new development to the southern edge. Users with mobility issues are limited in their ability to access significant portions of this site and during inclement weather portions of the site are inaccessible for long periods.

#### **Howard Road – Yeovil**

A large heavily used space situated next to a large development; there is currently a single path that links Lyde Road through the play area onto Howard Road but the remainder of the site cannot be accessed from a path. It would be desirable to increase the usability and benefits of this space by installing a new path around the periphery of the site thereby linking the existing path through to Balmoral road. Users with mobility issues are unable to access significant portions of the space and during inclement weather the site is inaccessible for long periods.

#### **Upper Milford Valley – Yeovil**

This is the primary Open Space situated within the St. George's Road area; there are currently no internal pathways within this well used area. There is, however, a 'hoggin' path access-way from Goldcroft, but this has been scoured away and needs surfacing. All users are limited in their ability to access this site and during inclement weather the site is virtually inaccessible. It is desirable that to increase the usability and benefits of this space we would install a new path around the periphery of the site, linking with the existing entrances on Folly Fields, Milford Road and St. George's Road.

### **3.2 Anticipated Benefits**

The anticipated benefits are:

- significant improvement in access & usability of the parks
- compliance with Equality Act and Building Regs BS:3800 part M
- removal of health & safety risk (trip hazards)
- improvement in opportunities for users to undertake activities which will have health benefits for them

### **3.3 Options**

It is possible to use external contractors for these works however we would then need to add in the cost of labour which we have not currently budgeted for.

### 3.4 Key Project Information Summary

<b>3.4.1 Expected Duration Of Project</b>				
	Start date:	June 2018		
	Other Key Milestones with Dates:			
	Expected Completion Date:	September 2018		
<b>3.4.2 Estimate of Officer Time Required: -</b>				
	<b>Officer's Name</b>	<b>Estimate of Officer hrs</b>	<b>Officer available? Y/N</b>	<b>Agreement of Officer? Y/N</b>
	Principal Horticultural Officer	40	Yes	Yes
	Horticultural Technican	40	Yes	Yes
	Streetscene Supervisor	20	Yes	Yes
	<b>Comment by Property Services:</b>			
	<b>Comment by Green Team (Officer Advisory Group):</b>	<p>If successful would like to see use of:</p> <ul style="list-style-type: none"> <li>- Sustainable materials</li> <li>- Locally sourced materials</li> </ul> <p>Would like to see improved links to walking and cycling routes. We are positive about the increase of walking and cycling to the site.</p> <p>Encourage some native tree and shrub planting to compensate for removal of grass area.</p>		
	<b>Comment by Community Cohesion Officer:</b>	<p>Provision of tarmacked hard surfaces for sections of footpaths within a range of open spaces will greatly improve access for all communities; particularly those with disabilities, mobility problems, sight loss, mobility scooters, and parent/carers with pushchairs. Provision of a hard surface will also allow for usage during all weathers. Currently a number of the mentioned sites are completely inaccessible and more so following inclement weather.</p> <p>Consultation has been undertaken with access for All and this has informed the proposals.</p> <p>Materials and surfaces to comply with equalities requirements.</p>		
<b>3.4.3 Risk Assessment</b>				
	<b>Risk</b>	<b>Steps taken to mitigate Risk</b>		
	Cost increases on raw materials hence increase in quotation prices	Quotations are fixed in price for 30 days; regularly updated quotations are sourced to ensure the best price is achieved		
	Physical implementation of project, risk to public safety	Risk assessment to be undertaken prior to commencement of works. SSDC Streetscene staff will undertake the installation		
	Project is not delivered or is delayed due to outside/contractual issues	All works will be undertaken by SSDC Streetscene staff and will be programmed in accordingly.		

## 4 Financial Investment

### 4.1 Financial Investment – Capital Projects

4.1.1 Total Costs and Funding – Capital Project							
			Funding Body				£' 000
	SSDC funding:		District Executive				127
	<b>Total Capital Cost</b>						<b>127</b>
4.1.2 Breakdown of main areas of cost							
			2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
	Upper Milford Valley		80				
	Alvington		18				
	Minchington		12				
	Howard Road		17				
	<b>Totals</b>		<b>127</b>				
4.1.3 External funds to be received							
			2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
	<b>Totals</b>						
4.1.4 Revenue Implications of Capital scheme							
		Cost Centre	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
	Loss of interest @ 3.15% (PWL 10yr rate)		4				
	(Savings in expenditure)						
	Revenue Costs by Individual Budget: (List)						
	Revenue Income						
	<b>Total Revenue Expenditure / (Net saving)</b>		<b>4</b>				
	<b>Cumulative</b>						
4.1.5 Whole Life Costing							
	Estimated useful life of asset (years)		Perpetuity				
	Total Revenue Costs Year 1 to 5		None				
	Annual Revenue Cost after Year 5		None				
	<b>Total cost over whole life of asset</b>		<b>N/A (at present)</b>				

<b>4.1.6</b>	<b>VAT Implications</b>	
	Based on the current information provided to us there are no VAT implications	
<b>4.1.7</b>	<b>Impact on Band D</b>	
		<b>£</b>
	Additional spend	127,000
	Lost interest at 3.15%	4,000
	Divided by tax base	57,144
	<b>Cost per band D tax payer</b>	<b>0.07</b>

## 5 Project Organisation

### 5.1 Provisional Project Management Team

Name	Role/ Title
Laurence Willis	Project Sponsor
Chris Cooper	Project Manager
Stephen Fox	Service Manager
Ceri Owen	Project Officer

### 5.2 Interested Parties

Name	Reason	Action required

## 6 Other Useful Information





# South Somerset District Council Project Brief

Approved Budget within Service Plan? **Yes/ No**

**Project Number:** 2016-07

**Project Name:** Octagon Theatre Stage Lighting Dimmer System

**Date Created** 17<sup>th</sup> November 2015

**Document Version:** 1

**Author:** Adam Burgan

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## 0 Document Control

### 0.1 Document Approval

Name	Organisation	Role	Approval	Date
S. Joel	SSDC	AD HWB	S. Joel	
A. Burgan	SSDC	SM	A. Burgan	

### 0.2 Revision History

Version	Author	Review	Reason For Issue	Date
1.0	Adam Burgan	Steve Joel	First issue	21.12.15
1.1	Nicola Hix	Adam Burgan	Financial sections updated	12.1.16

### 0.3 Document Distribution

Name	Organisation	Role
A. Burgan	SSDC	Arts and Entertainment Manager
G. Green	SSDC	Property and Engineering Manager
N. Hix	SSDC	Accountant
S. Joel	SSDC	Assistant Director, Health & Wellbeing

### 0.4 Document References

Section Reference	Document Referred	Document Title

## 1 Purpose

This document sets out capital resources needed at the Octagon Theatre to replace the stage lighting with a dimmer system, required to support the continued efficient running of the Octagon theatre, ensuring that all equipment and systems are upgraded and maintained to standard, and to maintain both staff and customer confidence.

It also seeks where appropriate to contribute to the Councils 'energy challenge', ensuring that the latest technology is employed to maximise energy efficiency and minimise energy use, in the drive to reduce building operating costs.

## 2 Project Outline

Capital funding to enable the service to continue delivery in a safe and efficient manner and works that will continue to position the Octagon to maximise financial performance.

### 2.1 Authority Responsible

SSDC are responsibility for this project as owners of the Octagon Theatre.

### 2.2 Background

The Octagon capital bid (reference 2007-28) for essential 10 year plan works was submitted in August 2006 and approved by Full Council in 2007. A second plan, 2011/12 to 2015/16, was approved. Both were underpinned by a comprehensive physical building condition survey conducted in August 2010. A survey is due to be completed within the next twelve months that will be the starting point for developing a new plan.

### 2.3 Project Objectives

To enhance equipment and facilities in order to reduce the risk of:

- Any break down, which would interrupt or delay theatre performances
- Loss of income to the Council due to premises failure

To reduce energy use and costs, improve energy efficiency to comply with Part L of the Building Regulations.

To protect the Councils Property investment.

By means of good maintenance, to contribute to our ongoing Health and Safety programme.

### 2.4 Project Scope

#### Inclusions

Octagon Theatre premises enhancements – financed by capital.

#### Exclusions

Octagon Theatre premises repairs – financed by revenue.

## **Constraints and Decisions**

Contracted Octagon Programme - works to be undertaken during summer close period or where work timescale allows, during gaps in the performance schedule.

## **Interfaces**

None.

## **2.5 Quality Expectations**

To fully comply with relevant Building Regulations.

## **2.6 Carbon Management**

To reduce energy use and costs, improve energy efficiency with equipment that is up to date.

# **3 Initial Business Case**

## **3.1 Reasons**

In order to ensure the Octagon Theatre remains the Council's best rated Council service, and the flagship theatre in Somerset, it is vital to ensure that all equipment and systems are maintained to optimum standards, to support the continued smooth running of the Octagon theatre.

Undertaking this work in a planned way ensures we avoid both reputation damage and high costs associated with unexpected premises or equipment failures that can result in net income losses in the order of £25K per week, in addition to costs of remedial works.

## **3.2 Anticipated Benefits**

- Avoid any equipment or premises break down, which would interrupt or delay theatre performances.
- Minimise the likelihood of loss of income to the Council due to premises failure, from ticket sale refunds and production company breach of contract compensation claims.
- Protect the Councils Service and Property investment.
- Contribute to ongoing Health and Safety Programme.

## **3.3 Options**

This bid is comprised of one element of essential work. These are works identified through the physical equipment condition of Stage lighting Dimmer system delivered by the Technical Manager and advised by Stage Electrics and their advice on the likely 'life of equipment, required to support the continued efficient running of the Octagon theatre.

### 3.4 Key Project Information Summary

3.4.1 Expected Duration Of Project				
	Start date:	1 <sup>st</sup> April 2016		
	Other Key Milestones with Dates:	Installation of replacement Stage Lighting Dimmer System		
	Expected Completion Date:	1 <sup>st</sup> September 2016		
3.4.2 Estimate of Officer Time Required: -				
	Officer's Name (2012-13)	Estimate of Officer hrs	Officer available? Y/N	Agreement of Officer? Y/N
	Steve Joel	1	Y	Y
	Danny Norris	10	Y	Y
	Adam Burgan	2	Y	Y
	<b>Comment by Property Services:</b>	Technical support and supervision can be provided for the project within existing resources to meet programme of works.		
	<b>Comment by Information Systems (if new IT system):</b>	N/A		
	<b>Comment by Green Team (Advisory Officer Group)</b>			
	<b>Comment by Community Cohesion Officer:</b>	To fully comply with access requirements.		
	<b>Comment by Other Services requiring significant input:</b>	N/A		

3.4.3 Risk Assessment	
Risk	Steps taken to mitigate Risk
Equipment/facilities failure before replacement	Regular systems maintenance of existing systems
Replacement cost increase	Budget cost based on quote from supplier.
Contractor fails to complete works to required standard	Use of approved contractors with references taken up, and tight contractual framework.

Compete Risk Register will be prepared once financing is confirmed.

## 4 Financial Investment

### 4.1 Financial Investment – Capital Projects

4.1.1 Total Costs and Funding – Capital Project							
			Funding Body				£' 000
	SSDC Capital		District Executive				64
	<b>Total Capital Cost</b>						64
4.1.2 Breakdown of main areas of cost							
		2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	
	Replacement of Stage Lighting Dimmers	64					
	<b>Totals</b>	<b>64</b>					
4.1.3 External funds to be received							
		Secured? Y/N	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
	N/A						
	<b>Totals (to be confirmed)</b>						
4.1.4 Revenue Implications of Capital scheme							
		Cost Centre	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
	Loss of interest @ 3.15% (PWL 10yr rate)	FT922	2				
	(Savings in expenditure)						
	Revenue Costs by Individual Budget: (List)						
	Revenue Income						
	<b>Total Revenue Expenditure / (Net saving)</b>						
	<b>Cumulative</b>						
4.1.5 Whole Life Costing							
	Estimated useful life of asset (years)	20 Years					
	Total Revenue Costs Year 1 to 5						
	Annual Revenue Cost after year 5						
	<b>Total cost over whole life of asset</b>						

<b>4.1.6</b>	<b>VAT Implications</b>	
	VAT would be applicable on the item and could be reclaimed by SSDC.	
<b>4.1.7</b>	<b>Impact on Band D</b>	
	Additional spend	£64,000
	Lost interest at 3.15%	£2,016
	Divided by tax base	£57,143
	<b>Cost per band D tax payer</b>	<b>0.1p</b>

## 5 Project Organisation

### 5.1 Provisional Project Management Team

Delegated authority to be issued to Steve Joel to deliver in accordance with the budget and scope of works set out in this bid.

Steve Joel will mobilise and oversee the project team (below) who will be responsible for progressing the project.

Name	Role
Steve Joel	Sponsor - Project Governance
Danny Norris	Project Manager
Adam Burgan	User Representative
Nicky Hix	Finance Monitoring

### 5.2 Interested Parties

Name	Reason	Action required

## 6 Other Useful Information

None





# South Somerset District Council

## Project Brief

**Project Number:** 2016-08

**Project Name:** Yeovil Innovation Centre Phase 2 Extension

**Original Date Created:** 07/1/16

**Document Version:** 1

**Author:** David Julian

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## 0 Document Control

### 0.1 Document Approval

Name	Organisation	Role	Approval	Date
David Julian	SSDC	EDManager	As per YIC2 Business Case	5.1.16

### 0.2 Revision History

Version	Author	Review	Reason For Issue	Date
1	David Julian	Nicola Hix	Application for Capital Funding	7.1.16
1.1	Nicola Hix	David Julian	Financial sections updated Document reviewed	12.1.16

### 0.3 Document Distribution

Name	Organisation	Role

### 0.4 Document References

Section Reference	Document Referred	Document Title
	YIC Phase 2 Business Plan	YIC Phase 2 Business Plan

## 1 Purpose

To build a new extension to the existing Yeovil Innovation Centre.

YIC2 will be an extension to the existing YIC building. This will effectively be a new 'wing' of the building comprising 1000 sq mts broken down into variously sized business starter units. Whilst the two story extension will only occupy a 500 sq mt footprint it will effectively add around 70% of extra start-up space at YIC for new businesses breaking into the aerospace and high-tech sectors. YIC2 will build on the experiences and lessons already learned offering more small units, particularly targeting small one and two person enterprises that quickly took up the smaller offices in the initial project.

## 2 Project Outline

Yeovil Innovation Centre Phase 2 (YIC2) will extend and improve the original and successful Yeovil Innovation Centre (YIC) that was opened in Yeovil in 2008. YIC is now a well-established operation based in Copse Road, Yeovil. The original centre was designed to accommodate fledgling businesses, particularly those from the aerospace, high-tech and knowledge based industries. Additionally the centre has been used as a base by established companies from other areas who have wished to test their businesses in the South West before making a decision on relocation or to inwardly invest in the area.

As with the original YIC project, YIC2 will assist in the establishment and growth of new high-tech businesses by providing a secure and supportive business environment that helps to de-risk business start-up and nurture businesses through their early years of development before releasing them into the wider business world. The centre will assist tenants with business planning, create opportunities to access specialist business advice, help them to make contacts to develop local business hubs and feed into supply chains. YIC2 will also establish stronger contacts with other Innovation Centres and the R&D opportunities and connections afforded by higher education establishments in the South West.



**Fig 1 - Aerial Photograph of Yeovil Innovation Centre showing expansion area in adjacent field**

The following table shows the approximate breakdown of floorspace at YIC 2. The final configuration will be accommodated according to any design constraints in the final plans.

No of Units	Unit Area (sq mt)	Total Area (sq mt)
5	10	50
15	20	300
8	40	320
3	60	180
<b>32</b>	<b>Subtotal units</b>	<b>850</b>
	Toilets, meeting rooms, corridors, kitchenette	150
<b>32</b>		<b>1,000</b>

**Fig 2 - configuration of new YIC 2 workspace**

The original YIC is now 95% occupied and despite a churn of tenants through a selective entry and exit strategy, the demand for space and the accompanying business support continues to outstrip supply.

Key features in the YIC Business Case are the economies of scale and the reduction in overheads offered by the YIC2 extension. Initially there will be no additional staff overheads associated with the project, although such an eventuality is included in the revenue budgets. The new wing will be accessed through an existing foyer and the management of the facility will remain with the existing management hub that provides front-desk supervision, telephony for the centre, the provision of broadband and a range of other business support services.

The land on which YIC2 will be sited is owned by SSDC. The Homes and Communities Agency (HCA) retain an interest in the land but only as contingent asset (inherited from the former SWRDA who provided a grant for the YIC project) and are fully supportive of the project. Somerset County Council (SCC) who also provided grant aid to the original YIC have supported the development of this plan.

The funding partners for the original Yeovil Innovation Centre are Somerset County Council, South Somerset District Council and the Homes and Communities Agency.

Subject to the necessary planning permissions this project can be commenced in 2016 and with an anticipated 18 month build period, YIC2 could be open for new business in 2017

## **The Policy Context for YIC2**

### **a) The Government White Paper 2015**

In July 2015 the Government published its white paper *Fixing the foundations; creating a more prosperous nation*. George Osborne describes productivity as the ‘challenge of our time’ and recognises the dual challenge of increasing employment and increasing productivity. The drivers of this productivity are identified as investment in infrastructure, skills and science. The creation and application of new ideas is also identified as critical for long-run productivity growth.

Chapter 8 of the document is entitled ***High quality science and innovation, spreading fast*** in which the government makes a clear commitment to make the UK the best place in Europe to innovate and create ideas that help grow a business. The government advocates that support to business should be focussed where it will deliver the most innovation, jobs and growth.

#### **b) HOTSW LEP Business Plan (March 2014)**

The LEP Business Plan places similar emphasis on the role of developing Science and Innovation Infrastructure. Here the LEP recognises the need to ‘capitalise on our distinctive assets’ and places importance on the infrastructure and facilities that are required to support higher value growth.

The potential of the LEP innovative sector, its local supply chains and the need to diversify away from an over-dependence on existing big operators is exemplified within the Business Plan;

*“74% of Agusta Westland Limited’s value-added comes from bought out equipment and services. It spends over £500m per annum within the UK supply network alone. 35% of this spend is with SMEs. Almost £200m is spent in the South West with over 250 suppliers, almost all of whom are SMEs.*

*The health of these SMEs is vital for our business, therefore these initiatives, which provide a real opportunity for our suppliers to grow into new markets and become less dependent upon our business has to be really good news for us, having suppliers over dependent upon our business streams for their health and survival is not a good position for them or for us”. (Simon Barker - Agusta Westland)*

The LEP summarises its broad priorities for the sector as:

- Developing our innovation infrastructure to support our transformational and smart specialisation opportunities
- Exploiting competitive advantages through innovation.
- Helping all businesses (regardless of sector) respond to the challenges of creating new products and services

Therefore, on the supply side of business growth, the Heart of the SW LEP states that it needs to:

- Increase density through making it easier to start-up and grow a business;
- Improve productivity and performance through better connections to the knowledge base;
- Build on the considerable existing business ‘jewels’ and distinctive opportunities for business growth from specialisation in high value, knowledge-based activity and alignment with national investment and policy priorities.

To achieve this The LEP sees itself ***‘working alongside our partners in Local Government to align activities and investment’***.

#### **c) The LEP Growth Plan 2014**

The Growth Plan directly references the YIC phase 2 project as a ‘key ask’ for the HCA to ***‘enable land at Yeovil Innovation Centre as part of its RDA legacy of economic assets to be vested in a second phase development at the centre’***. (HOTSW LEP Growth Plan 2014 page 47)

**d) The Somerset Growth Plan 2014**

The Somerset Growth Plan identifies advance manufacturing as a growth project spanning the HOTSW LEP. Included in the identified projects is:

Yeovil Innovation Centre Phase 2 and Grow-on space (the Somerset Growth Plan page 24)

**e) South Somerset District Council Plan 2012-2015**

A new Council Plan is currently being prepared but is likely to follow a similar thematic, prioritised format to its predecessor document. The extant plan particularly focusses on Jobs where it pledges to promote business diversification and innovation to further increase the value of local employment (P9). In order to meet this aim SSDC seeks to create and support new businesses through the Yeovil Innovation Centre.

In 2014 SSDC announced its ambitious Investing in Infrastructure Programme and council members prioritised YIC 2 as its top priority infrastructure project. It is from the Investing in Infrastructure Programme that match funding will be secured to enable the YIC2 project

**f) SSDC Economic Development Strategy 2012- 2015**

SSDCs new Economic Development Strategy is also being prepared at the time of writing. Manufacturing and Innovation will remain key priorities for the new strategy and will be afforded a similar level of priority.

The Strategy aims to improve conditions for innovation and entrepreneurship and to develop the knowledge economy. YIC features on p18 of the document and is recognised as a main driver of the local economy.

*Yeovil accounts for a fifth of Somerset's manufacturing employment which includes a high proportion of jobs in the manufacture of transport equipment - notably aerospace equipment - which has one of the highest value sectors of the economy. (SSDC Economic Development Strategy)*

**g) SSDC Investing in Infrastructure programme**

YIC phase 2 is one of the projects included in the SSDC Investing in Infrastructure Programme. It was prioritised by elected members through a series of workshops and reports that helped inform the project business cases. Project scoring was against a series of set criteria for SSDC Infrastructure Investment. YIC 2 emerged as the highest scoring priority project (SSDC District Executive Committee July 2014). As such it is ear marked for match funding through the Inward Investment programme.

## 2.1 Authority Responsible

SSDC as owners of the site and the operator at YIC are the responsible body. HCA who retain a charge on the title of the land have granted permission for SSDC to undertake these works. SCC as co-funders of the original YIC project are also supportive of the extension project

## 2.2 Background

### The success of the original YIC project

YIC opened for business late in 2008 with an official opening in January 2009 when South Somerset District Council (SSDC) became the operator. This followed an unsuccessful attempt to procure an independent, commercial operator due to the prevailing adverse national economic climate at that time.

The existing centre provides office-based accommodation for many new start-up business ventures – particularly those from the IT, high-tech and knowledge based sectors. As of December 2015 the Innovation Centre had 36 out of 38 suites occupied. This represents a current occupancy level of 98% (based on total floor space at YIC) with approx. 165 people now working at the centre. Since 2008 some 50 businesses have either started up at the centre or relocated to it. Several businesses have now moved on from the centre. Tenant occupation has seen a continual upward trend since the opening of the centre in 2008 when all performance indicators started from a zero base.

Date	Number of suites occupied
2009	9
2010	14
2011	20
2012	25
2013	28
2014	30
2015	36

Whilst the churn of tenants will mean that space will always become available, we have reached a stage where we are effectively at capacity. Almost all enquiries that we receive are from new (or relatively new) small businesses. They are looking for small or mid-sized units and there are currently none of these available at YIC. In addition, with the increased occupancy levels our ability to provide conference or large meeting facilities has completely contracted.

**Fig 3 Tenancy take-up rate at YIC**

The project has been fully operational for six years and operates at a profit. During the years of operation there has been a significant ‘churn’ of tenants, with longer serving tenants leaving whilst new tenants come into the centre.

An analysis of the types of businesses that have occupied the Innovation Centre shows that approximately 60% are from either the aerospace or high-tech sectors. The remainder are largely from the service sector although most of these have been business start-ups that are reliant on IT based, internet technology for their business. With the existing building now fully utilising the tenant entry criteria and the tenant exit strategy to ‘churn’ business through the centre, it is possible to be more selective with prospective tenants and to control the mix of new start businesses seeking to use the facility. It is intended to provide an even stronger focus on high-tech and aerospace in the future.

YIC 2 will offer greater capacity and greater opportunity for high value new-start businesses. It will increase the number of business churned through YIC into the South Somerset and wider Somerset Area.

### **Workspace demand study**



Workspace demand analysis was carried out by Thomas Lister Ltd in September 2015. Thomas Lister Ltd undertook the original demand profiling for YIC in 2006/07.

The 2015 study objectives included:

- Providing an evidence base as to the current and projected levels of market demand for workspace (especially within Yeovil) and to consider the nature of such demand.
- That an evidence base then informs a potential future Council investment in the provision of accommodation that might be considered suitable, particularly for start-up and small businesses in and around Yeovil.
- Using the study to inform investment decisions relating to potential intervention within the market, through the provision of space that might be in specific demand but currently inadequately catered for.

Thomas Lister observed that GVA in South Somerset was higher than in the UK indicating that growth in SMEs would be highly likely to increase productivity in the area:

- According to ONS 2014, Somerset in 2013 accounted for £9,891m GVA of the overall UK economy amounting to £1,525,304, with a growth rate of 4.7%, being higher than the overall UK rate of 3.3%.
- Oxford Economics 2014, assessed GVA per FTE for South Somerset at a slightly higher rate than the Somerset average at around 85 GVA per FTE.

Thomas Lister also identified a positive economic trend, with diversification in the high tech sector a key factor in matching jobs growth to increasing GVA in the local economy

- It is clear that economic trends are positive within Somerset and South Somerset, with increasing numbers of active enterprises and improving survival rates for new businesses. It is also encouraging that job creation is increasing within South Somerset and is outpacing the wider Somerset market.
- Yeovil is a major Business Centre, being the 2<sup>nd</sup> largest town in Somerset and largest employment centre within South Somerset. The town maintains major employers such as Agusta Westland who are currently investing in diversification, creating additional jobs within the local area.
- The town is predicted to grow in terms of population and number of households, both through natural growth and through the Local Plan which includes provision for sustainable urban extensions, such that around 2,408 new 'b' planning use type jobs will be created to 2028. There will therefore be increasing pressure for the provision of high quality employment premises.

Thomas Lister Ltd were able to undertake a detailed analysis of data from Yeovil Innovation Centre that indicated a healthy profile both for the centre and for the success rate of tenants- especially those moving on from YIC:

- Occupancy levels at the centre have increased over the past 5 years from around 46% in 2010/11, rising on an annual basis to through 58%, 65%, 68% and 76% to 93% in September 2015.
- Survival rates of businesses who have been based at YIC stands at 100%.
- The average length of tenancy at the Centre is 2.4 years
- Businesses that have vacated the Centre following a tenancy period stands at 40%
- Businesses that have moved on to alternative premises within the South Somerset District is 86%.
- Businesses that have moved on to alternative premises outside the District equates to 14%.
- The proportion of tenants that have moved into the centre that previously worked from home is 39%.
- The proportion of tenants that have increased their staff numbers since locating within the centre is 36%

The conclusion from Thomas Lister Ltd is the proposed extension of provision at the Yeovil Innovation Centre appears to be a key priority in assisting further start up enterprises.

### **The importance of the aerospace sector to Somerset**

Aerospace, including its associated advanced engineering, manufacturing and services is:

- a key sector for the County and is identified in the Somerset Growth Plan, as a core part of the vision and a priority for investment.
- highlighted as a “transformational opportunity” in the Heart of the South West’s Strategic Economic Plan and Growth Deal.
- Recognised as a national growth opportunity in the National Industrial Strategy for Aerospace, ‘Lifting off – Implementing the Strategic Vision for UK Aerospace’; and future government support will focus on aerodynamics, propulsion, aerostructures and advanced systems.

The UK aerospace sector is expected to grow at a rate of 6.8 per cent over the next few years and is critical to the UK growth agenda. In 2008 Somerset’s aerospace sector was worth £329 million, representing 3.8% of the County’s total GVA, 23% of the County’s manufacturing GVA and 78% of the County’s advanced engineering GVA. Somerset’s aerospace output accounted for virtually all of the sector output in the Heart of the SW LEP area, 28% of the sector output in the SW region and 4.4% of the sector output in Great Britain.

Somerset is host to a number of world-leading aerospace companies including:

- AgustaWestland, (a top 10 global aerospace company)
- Honeywell and BAE Systems (both are top 15 global aerospace companies);
- Thales (a top 20 global aerospace company);
- GKN (a top 40 global aerospace company);
- Doncasters (a top 100 global aerospace companies)

In addition, the sector is research intensive – AgustaWestland alone invested £30 million in research and innovation in 2012, has company R&D activities spanning 13 different technology areas and has strategic relationships with 15 UK universities. Its workforce is also highly qualified - 35% of AgustaWestland's workforce is qualified to graduate or above level, compared to an overall Somerset average of 30%.

We believe the Yeovil Innovation Centre has the opportunity to become a Centre of Excellence for supporting innovation and collaboration; and working with and growing the local aerospace supply chain and industry cluster.

### **Applications for external Project Funding**

Funding for this project has been sought through Growth Deal 2 (the Unlocking Growth Fund) with an application made in January 2015. Additionally an application was made to the GD3 fund in September 2015.

In December 2015 the YIC project was invited to submit a Business Case for further consideration under GD2 funding. Should this be successful then SSDCs capital investment in the project becomes an integral part of the overall project capital budget.

## **2.3 Project Objectives**

The overarching objectives of the project are to:

- Increase the number of business start-ups in South Somerset.
- Improve the survival and growth rates of knowledge based business in the county, through access to high-quality business support.
- To create a regenerative effect locally, increase high value employment opportunities and help diversify the local economy.
- To develop a wider network of entrepreneurs in the area and promote collaboration and business development.
- To facilitate the provision of essential business skills and industry awareness among entrepreneur clients.

### **The key outcomes of the project will be to:**

- Attract new and additional knowledge based businesses.
- Enhance the survival and growth prospects of these businesses through the provision of high quality business support and mentoring.
- Create a wide network of businesses, promoting business collaboration amongst knowledge based businesses.
- Widen employment opportunities in Yeovil and for further afield.
- Increase research and development and collaboration with the knowledge base for the target sectors.
- Strengthen the role of Yeovil in the South West's focus on aerospace and advanced engineering.
- Become self-supporting financially and thereby minimise the future demands on public sector funding.
- It will also have a regenerative effect on surrounding area through physical refurbishment of a prominent building.

- It will provide affordable business accommodation for knowledge based businesses, thus meeting an identified need.

### Inclusions

The project is fully costed by surveyor and will include all the project elements required to take the project from Business Case through to the build and development and opening of the phase 2 centre. This includes a design and build stage for which an external appropriate party will be procured through an open process.

### Exclusions

The capital bid does not include any item of revenue expenditure.

### Constraints and Decisions

The completion of the full capital funding package is dependent on either;

- the bid to GD2 being accepted (decision expected March 2016) or;
- in the event of this funding not being secured, the use of SSDC Infrastructure Funding being secured to complete the overall funding package.

### Interfaces

Not applicable

## 2.4 Quality Expectations

These will be defined by the UK statutory regulations that apply to the design and construction of a project of this type.

## 2.5 Carbon Management

The completed project will comply with statutory building regulations and any other statutory requirements that apply. SSDCs Property Services officers will ensure that the design and build complies with SSDC standard requirements and aspirations.

## 3 Initial Business Case

### Project Costs

These are based on Green Book construction values as of December 2015. SSDC's Development Valuer (a RICS accredited 'Red Book' Valuer) concurs that the costs represent a robust estimate of the project costs. These costs will be confirmed by procured Design and Build specialist architect and QS prior to start of project.

Cost	Unit	Total Cost
Green Book build cost at £1,400 per sq mt	1000	1,400,000
Project costs	12%	156,800
<b>Sub total</b>		<b>1,568,000</b>
Contingency	10%	156,800
<b>Total Cost</b>		<b>1,724,800</b>

*Figure 4 Project Costs*

### External Funding

**This business plan assumes a grant of £433, 000** will be made available towards the YIC2 project subject to the necessary approvals and conditions. The grant was set according to the original expression of interest (EOI) as 33.3% of an assumed project cost of £1,300,000. Whilst this cost may yet be realistically achievable, our surveyors advise that the build costs may be higher and are in line with those presented in this fully costed business case. Unfortunately there is no flexibility offered (in terms of grant) from the lower costs of the EOI. The outcome of the funding application will be known in March 2016.

The full income and expenditure revenue forecasts for YIC2 are:

YIC Extension 10 year Forecast											
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Occupancy %	20%	35%	40%	60%	65%	70%	75%	80%	85%	85%
	Sq Ft Let	1700	2975	3400	5100	5525	5950	6375	6800	7225	7225
<b>Income</b>	<b>Total</b>	<b>46,838</b>	<b>84,425</b>	<b>96,486</b>	<b>144,729</b>	<b>156,790</b>	<b>168,851</b>	<b>180,912</b>	<b>192,972</b>	<b>205,033</b>	<b>205,033</b>
<b>Expenditure</b>	Non Pay	73,303	75,352	77,462	79,636	81,875	84,181	86,557	89,004	91,524	94,119
	Staff Costs	20,000	20,200	20,402	20,606	20,812	21,020	21,230	21,443	21,657	21,874
	Maintenance	12,750	12,750	12,750	12,750	12,750	12,750	12,750	12,750	12,750	12,750
<b>Total Expenditure</b>		<b>106,053</b>	<b>108,302</b>	<b>110,614</b>	<b>112,992</b>	<b>115,437</b>	<b>117,952</b>	<b>120,537</b>	<b>123,196</b>	<b>125,931</b>	<b>128,743</b>
<b>Net Profit (Loss)</b>		<b>-59,215</b>	<b>-23,876</b>	<b>-14,128</b>	<b>31,737</b>	<b>41,353</b>	<b>50,899</b>	<b>60,374</b>	<b>69,776</b>	<b>79,102</b>	<b>76,290</b>

**Fig 5 Ten Year revenue forecast for YIC2 project**

The forecast shows that there is only a short period of revenue loss for YIC2. This is estimated to be a three year period of revenue loss. The break –even point will actually be reached in year three with sound net profit by year four and a cumulative net profit reached in year six. This means that by year 7 all revenue losses will have been recovered and the project will move to an ongoing income generating stage.

The tenant occupancy rate of YIC2 is the main factor that drives income generation and our projections for occupancy YIC 2 are based on our actual experience with the main YIC

Income generation peaks at around £82k per annum by year 4. Income is capped by the amount of lettable space available, so we can reasonably assume that £82k p.a. would be the maximum net income that can be generated by the project.

### **Key assumptions made in determining the income projections**

- We have projected occupancy rates in line with the historic uptake of suites already experienced at YIC in the first 5 years of operation. This has shown to be a growth of around 20% per annum in the occupancy rates over a four year period. This will flatten out in year 5 owing to the churn of tenants.

- We have not assumed an occupancy rate greater than 80%.
- We have included a year on year increase in the amount of business rates that we will be charged.
- We have included a year on year reduction in the amount of small business rates that we will be able to reclaim.
- Increases in costs need to be balanced with acceptable increases in income. Whilst the market will determine these values, we would recommend an annual review of income and expenditure

Whilst YIC 2 could be treated as a stand-alone project, it would be virtually impossible to separate the operating costs from the main YIC. There are common costs, service charges, staff costs and shared overheads that would be difficult to isolate and economies of scale that would be difficult to assign if the two operations were kept separate.

Whilst the finances of the two projects can be kept separate if required, there are advantages to taking an overall view of the financial position of YIC:

- The projected revenue loss in the first three years of the YIC 2 extension would be largely absorbed by the amalgamated operation and with the exception of year one, remain in overall profit at all times .
- There would be no disagreements over profit sharing between the YIC funding partners if YIC2 became full of tenants whilst there were vacant suites in the original YIC (and vice-versa).
- The overall profit sharing between the original partners can continue provided the increased investment by YIC (not including the GD2 grant) is reflected in the ratio of capital investment made by the original funding partners.
- Economies of scale become evident in the shared model, because fixed overheads such as management and staffing remain largely unchanged despite the increased overall size of YIC

## 3.2 Anticipated Benefits

### Return on Investment

Following an initial period of revenue loss, YIC2 moves to a profit making scenario beyond year 3. By year 10 SSDC's investment of £1,291,800 offers a return of 5.9% pa with an average return of 2.42% over the first 10 years

It should be noted that the primary purpose of the Yeovil Innovation Centre is to benefit the local economy by strengthening diversification in key sectors and increasing high-value productivity. From a funding partner perspective our main ambitions have been to avoid making an operating loss and to use any profits gained to further our work for the local economy.

### Project Outputs and Targets

Output <u>Minimum Target</u>	Total 2017/18-2020/21
New businesses created	7 new businesses by 2018 28 new businesses by 2021 (7 per year cumulatively thereafter)
Business safeguarded	28 businesses per annum by 2021 Approx. 28 annually thereafter
Jobs created (direct)	14 in 2018 56 by 2021 Approx. 14 annually thereafter
Jobs created (indirect)	20 during construction 2017 Not enumerated, but considerable potential in supply chain
Jobs safeguarded	Up to 135 annually at typical densities (when centre is full). Based on current figures for existing YIC

*Fig 6 - Project outputs and targets*

### 3.3 Options

In terms of project funding YIC2 has been prioritised within SSDCs Investing in Infrastructure Programme. As such it is now prioritised within the Somerset Growth Plan and the project lends itself well to funding applications to major funding streams. The Project Business Case has been submitted in the final stages of consideration for GD2 funding.

The size of the extension building is seen as an optimum scale of expansion. It will add around 70% of additional floor-space/office for business start-ups and offers an optimum level of return in terms of business outputs and financial return.

With a smaller expansion the costs would be disproportionately high when compared to both the financial and wider economic outcomes and thus represent less value for money as a project. A larger expansion prolongs the period of time required to hit the financial break-even point and thus carries a far greater financial risk for SSDC.

Options have also been considered as to where the extension is located at YIC. It has been decided that a qualified engineer and architect would best determine the location of the extension. At this stage, the rear of the building is favoured to remove the need for a second lift at YIC and because of the proximity to exiting and underused suites of WCs.

### 3.4 Key Project Information Summary

3.4.1	Expected Duration Of Project		
	Start date:	March 2016	
	Other Key Milestones	Inclusion of Project into Investing in SSDC Infrastructure Plan	May 2014

	with Dates:	Prioritisation of project within SSDC Investing In Infrastructure Programme	Jun 2014
		Broad Outline Costings for Project	Jul 2014
		Approval for Investing in infrastructure Plan	Nov 2014
		Inclusion of YIC phase 2 within Growth Plan 3 submission	Nov 2014
		Application to Unlocking Growth Fund (GD2)	Jan 2015
		Update income/expenditure projections (at GD3 application stage)	Sept 2015
		Request for Business Case from LEP	Dec 2015
		Estimate for build costs provided by SSDC retained consultant	Dec 2015
		Capital Bid to Full Council	Feb 2016
		Formal offer of funding from LEP	Feb 2016
		Pre app planning views taken	Feb 2016
		Preparation of Project Tendering Document for Design and Project Management	Feb 2016
		Advertise Tendering Brief	Mar 2016
		Appoint architect/project planner	Apr 2016
		Full project costs and plans prepared	May 2016
		Planning Submission	May 2016
		Negotiate 106 obligations	May 2016
		Tendering document for construction	May 2016
		Planning permission	July 2016
		Awarding the work through an OJEU compliant selection process	July 2016
		Construction period begins	Aug 2016
Main Building complete	Aug 2016		
Fit out	Sept 2017		
<b>Expected Completion - YIC Phase 2 opens</b>	Nov 2017		

### 3.4.2 Estimate of Officer Time Required: -

Officer's Title	Estimate of Officer hrs	Officer available? Y/N	Agreement of Officer? Y/N
Economic Development Officer	100	Yes	Yes
Property and Engineering Services Manager	300	Yes	Yes
Senior Building Surveyor	50	Yes	Yes
YIC staff in general	200	Yes	Yes



	<b>Comment by Property Services:</b>	Property Services have prepared the preliminary plans and have been consulted on the costs.
	<b>Comment by Information Systems (if new IT system):</b>	Not applicable- IT provide at YIC by external provider. No additional staff requirements anticipated at early stage.
	<b>Comment by Green Team:</b>	<p>Need to use sustainable materials (if possible)</p> <ul style="list-style-type: none"> <li>• Paints</li> <li>• Locally sourced materials</li> <li>• Use of FSC sourced softwoods and hardwoods</li> </ul> <p>Try to use environmentally aware contractors. Aim to reduce energy consumption by using:</p> <ul style="list-style-type: none"> <li>• Light fittings which are low energy</li> <li>• Increased levels of insulation (with sustainable materials)</li> <li>• Greater efficiency for all new plant and equipment specified if possible.</li> </ul> <p>Sharing of equipment between services will ultimately reduce carbon impact.</p>
	<b>Comment by Equalities Officer:</b>	The main YIC project is viewed as an excellent project from an equalities perspective. YIC2 is expected to meet the same standard of compliance.

<b>3.4.3</b>	<b>Risk Assessment</b>	
	<b>Risk</b>	<b>Steps taken to mitigate Risk</b>
	Slippage in project schedule	Adherence to project schedule and regular project review during and prior to construction phase.
	Costs over-run	Accurate costing of project through consultant and then through architect and QS.
	Management Costs	Adhering to current staffing structure with review at point of Operator Review.
	Business Rates	Apply for small business rates relief where and whilst possible. Maintain high occupancy rates of units.
	Attracting and retaining anchor tenants	On-going marketing campaign with reasonable flexibility around lease negotiations.
	Maintaining and increasing rental levels	Sliding scale on tenant rentals over duration of occupation. Annual review of market rental levels with adjustments as necessary.
	Operator default	SSDC to remain as operator with first review at December 2016.

## 4.1 Financial Investment Capital Projects

4.1.1 Total Costs and Funding – Capital Project							
			Funding Body			£' 000	
	SSDC Capital: -		SSDC Capital Fund			1,292	
			Unlocking Growth Fund			433	
	<b>Total Capital Cost</b>					<b>1,725</b>	
4.1.2 Breakdown of main areas of cost							
		2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	
	Green Book costings on 1,000 sq mts of new build.		725	1,000			
	<b>Totals</b>		<b>725</b>	<b>1,000</b>			
4.1.3 External funds to be received							
		Secured? Y/N	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
	GD2 Unlocking Growth Fund		433				
	<b>Totals</b>		<b>433</b>				
4.1.4 Revenue Implications of Capital scheme							
		Cost Centre	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
	Loss of interest @ 3.15% (PWL 10yr rate 10.7.15)		20	21			
	(Savings in expenditure)						
	Revenue Costs: - Net Revenue Loss		RE737	59	(36)	(9)	
	Revenue Income						(32)
	<b>Total Revenue Expenditure / (Net saving)</b>		<b>20</b>	<b>80</b>	<b>(36)</b>	<b>(9)</b>	<b>32</b>
	<b>Cumulative</b>		<b>20</b>	<b>100</b>	<b>64</b>	<b>55</b>	<b>23</b>
NB - savings cumulative from year 3 of project with full cost recovery at year 6. Annual revenue of £70k+ from Year 8. See figure 8 in this application							
4.1.5 Whole Life Costing							
	Estimated useful life of asset (years)			30yrs+			
	Total Revenue Costs Year 1 to 5			Overall Profit shown from Year 4			
	Annual Revenue Cost after year 5			Profit from year 5 reaching max of around £70k profit p.a. by year 8			
	<b>Total cost over whole life of asset</b>			<b>Total income projection of £1.5M over whole life of project</b>			

<b>4.1.6</b>	<b>VAT Implications</b>	
	YIC is opted to tax for VAT purposes, so any VAT incurred on this project is fully recoverable.	
<b>4.1.7</b>	<b>Impact on Band D</b>	
		£
	Additional spend	1,292,000
	Lost interest at 3.15%	40,698
	Divided by tax base	57,143
	<b>Cost per band D tax payer</b>	<b>7.12</b>

## 5 Project Organisation

### 5.3 Provisional Project Management Team

Name	Role/ Title
Martin Woods	Project Sponsor
David Julian	Project Manager
Gary Green for SSDC	User Representative
Not yet procured	Supplier Representative

### 5.4 Interested Parties

Name	Reason	Action required
HCA	Charge on land title	Permission received Adjustment to capital share in project
SCC	Co-funder of main YIC project	Adjustment to capital share in project

## 6 Other Useful Information

This document was compiled from the Yeovil Innovation Centre Phase 2 Business Plan. The business plan is available for viewing.



# South Somerset District Council Project Brief

Approved Budget within Service Plan? **Yes/ No**

**Project Number: 2016-09**

**Project Name: Investment in Market Housing**

**Date Created 13/01/2016**

**Document Version: 1.0**

**Author: Colin McDonald**

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## 0 Document Control

### 0.1 Document Approval

Name	Organisation	Role	Approval	Date

### 0.2 Revision History

Version	Author	Review	Reason For Issue	Date
1	Colin McDonald	Nicola Hix	Application for Capital	13.1.16
1.1	Nicola Hix	Colin McDonald	Financial sections updated	13.1.16

### 0.3 Document Distribution

Name	Organisation	Role

### 0.4 Document References

Section Reference	Document Referred	Document Title

## 1 Purpose

In accordance with the decision made by District Executive in February 2015, to take an opportunistic approach to purchasing properties for housing purposes which fulfil a defined housing need and provide a reasonable rate of return on the capital investment.

## 2 Project Outline

The capital bid is to create a fund for investment purposes following the deployment of the initial £600,000 and in the light of lessons learned from those initial investments. There is potential for further investment either through the purchase of some new properties as part of a wider development or through the creation of new dwellings ourselves as a stand-alone development.

Activity to date demonstrates that the minimum rate of return is achievable, even when constrained by existing rent agreements or specific physical needs. Wider acquisition of properties (with fewer constraints) which are then let, through an intermediary, on a market rent should produce higher rates of return. Newly built properties will have the added advantage of a lower call on maintenance costs for the first 10-15 years. It is suggested that we now consider acquisition of a larger number of newly built properties and then compare and contrast actual returns on these and the tenanted properties we have already acquired.

### 2.1 Authority Responsible

SSDC

### 2.2 Background

The need for market housing for rent shows no signs of abating. Some local authorities have seen a business case for responding to this gap in the market. They have set up investment and housing companies to improve local market conditions by providing market housing for rent to meet the needs of a significant cohort able to afford this option. Projected population growth and other household changes is giving rise to a shortfall in housing overall. Whilst the private sector has overtaken the social sector as main provider of rent nationally, there is a lower rate of penetration in SSDC (13.3%, compared with the county average 14.7%). It would appear that demand currently exceeds supply, especially as mortgage availability is more restricted leading more people to turn to rent.

Note the acquisition of four tenanted properties in Martock and the proposed acquisition of a specialist bungalow (in train at the time of compiling this bid).

The Council shall continue to take an opportunistic approach to purchasing properties for housing purposes which fulfil a defined housing need and provide a reasonable rate of return on the capital investment and it is proposed to set aside a further £2.4m from available capital funds for such investment.

### 2.3 Project Objectives

- Acquire a wider portfolio of investment properties with the intention that the majority of these are let or leased at a market rate producing a rate of return over and above the prevailing PWLB rate (at the time of acquisition).

- Retain the option of the occasional acquisition of a property to meet a defined need at a sub-market rate, still producing a return at least equal to the prevailing PWLB rate (at the time of acquisition), where other options for meeting the very specific needs of the household concerned have either been exhausted or require an unacceptable level of grant subsidy.
- The majority of the acquired properties to be newly constructed with existing warranties and the expectation of low levels of cyclical maintenance within the first 10-15 years of ownership.
- In all cases the objective is to achieve a rate of return no worse than the prevailing PWLB rate, thus the project is essentially alternative treasury management whilst making the councils investments meet a local community need.
- In the case of investment properties used for a shared ownership solution the Council will retain the freehold and may enter into a direct relationship with the lessee.
- In the case of investment properties used for rental purposes, the Council is likely to lease to a third party such as a trusted Housing Association or other intermediary and thus not enter into a direct relationship with the tenant.

The initiative clearly provides a major plank in addressing “Focus Three – Homes” and in particular meets the stated aim:

*“With partners, enable additional new homes to meet the needs of the district, including mixed housing schemes to buy or rent that are affordable.”*

Also, the major statement in the Plan:

*“We want decent housing for our residents that matches their income”*

## 2.4 Project Scope

### Inclusions

- Acquisition of newly built dwellings as investment properties.
- Acquisition of second hand dwellings as investment properties where these have been relatively newly built and retain some warranties from the original developer/builder.
- Acquisition of second hand dwellings as investment properties where these meet a defined need for a specific identified household.

### Exclusions

Acquisition of second hand dwellings more than five years old as investment properties where there is no specific identified household with a very defined need

### Constraints and Decisions

In the case of investment properties used for a shared ownership solution the Council will retain the freehold and may enter into a direct relationship with the lessee.

In the case of investment properties used for rental purposes, the Council is likely to lease to a third party such as a trusted Housing Association or other intermediary and thus not enter into a direct relationship with the tenant.



## 2.5 Quality Expectations

Newly built and relatively newly built properties will retain some warranties from the original developer/builder. Older properties purchased with the intention of meeting a very specific need for an identified household may require some 'catch-up' repair work to bring them up to a similar standards, for example boiler replacement. Where this occurs the cost of the remedial works will need to be taken into account as part of the initial investment.

## 2.6 Carbon Management

We may need to consider the energy efficiency ratings of any proposed acquisition and whether investment should include remedial works to improve this.

# 3 Initial Business Case

## 3.1 Reasons

Housing presents an investment opportunity for the Council where money thus invested could produce a rate of return at least equal to and very probably exceeding the prevailing PWLB rate. The need for market housing for rent shows no signs of abating. Some local authorities have seen a business case for responding to this gap in the market. They have set up investment and housing companies to improve local market conditions by providing market housing for rent to meet the needs of a significant cohort able to afford this option. SSDC approach has been to avoid the initial set up costs on such a scale but instead to invest incrementally over time as set out in the original report to the District Executive in February 2015.

The Council shall continue to take an opportunistic approach to purchasing properties for housing purposes which fulfil a defined housing need and provide a reasonable rate of return on the capital investment and it is proposed to set aside a further £ 2.4m from available capital funds for such investment.

## 3.2 Anticipated Benefits

In all cases the objective is to achieve a rate of return no worse than the prevailing PWLB rate, thus the project is essentially alternative treasury management whilst making the councils investments meet a local community need.

## 3.3 Options

The main option is to acquire newly built dwellings as investment properties and lease through an intermediary thus gaining a market rate of return without a direct relationship with the tenant.

The option to acquire relatively new buildings which are 'second-hand' but still retain some warranties from the original builder/developer has not been entirely ruled out but it is expected that this will chiefly be utilised where the Council is seeking a tailored solution to the very specific needs of an identified household whose needs cannot be met through other routes. In some cases these very specific needs will only be met through the acquisition of an older property requiring more remedial works.

The main option is to obtain properties to be let at a market rent, this maximising the available rate of return on the investment. However the option to sell on a shared

ownership basis has not been entirely ruled out, especially where this is the only available way of meeting the very specific needs of an identified household.

The main option is to lease such acquired properties to a third party such as a trusted Housing Association or other intermediary. The option to let directly to tenants has been ruled out as we do not wish to create a direct relationship which may confer acquisition rights on the tenant and essentially undermine the investment.

The main option is to acquire a small number of dwellings in an incremental way rather than ‘big bang’ acquisition of a larger number of dwellings all at once. This ensures that there can be a wider spread of risk and the opportunity for organisational learning. The creation of a special purpose vehicle has also been ruled out, for the time being, to avoid significant one-off set up costs which will only delay the ‘payback period’

### 3.4 Key Project Information Summary

<b>3.4.1</b>	<b>Expected Duration Of Project</b>			
	Start date:	April 2016		
	Other Key Milestones with Dates:			
	Expected Completion Date:	March 2018		
<b>3.4.2</b>	<b>Estimate of Officer Time Required: -</b>			
	<b>Officer’s Name</b>	<b>Estimate of Officer hrs</b>	<b>Officer available? Y/N</b>	<b>Agreement of Officer? Y/N</b>
	Corporate Strategic Housing Manager	Significant proportion of Colin’s time	Y	Y
	<b>Comment by Green Team:</b>	<i>Comments to be added from Green Team re any possible carbon impact on projects.</i>		
	<b>Comment by Equalities Officer:</b>	<i>Comments to be added by Equalities Officer re any possible equality and diversity impact on projects.</i>		
<b>3.4.3</b>	<b>Risk Assessment</b>			
	<b>Risk</b>	<b>Steps taken to mitigate Risk</b>		
	Income generated fails to meet required level above PWLB	Lease property to intermediary for a fixed sum; transfers risk to them		
	Properties purchased require significant maintenance	project geared towards new build where NHBC warranties cover		
	Reduced demand for market rented properties	unlikely but properties can be sold earlier than originally intended if necessary		
	Purchase prices reduce margin for income generation above PWLB	no purchase to be completed without appropriate assessment of income generated; consideration to be given to ‘bulk buy’ which reduce transaction costs for builder/vendor and therefore should generate favourable terms		

## 4 Financial Investment

### 4.1 Financial Investment – Capital Projects

4.1.1 Total Costs and Funding – Capital Project							
				Funding Body		£' 000	
SSDC Capital: -				District Executive		2,400	
<b>Total Capital Cost</b>						<b>2,400</b>	
4.1.2 Breakdown of main areas of cost							
		2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	
Purchase of Housing for Rental		1,200	1,200				
<b>Totals</b>		<b>1,200</b>	<b>1,200</b>				
4.1.3 External funds to be received							
		Secured? Y/N	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
N/A							
<b>Totals</b>							
4.1.4 Revenue Implications of Capital scheme							
		Cost Centre	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Loss of interest @ 3.15% (PWLB 10yr rate 10.7.15)		FT922	37.8	37.8			
(Savings in expenditure)							
Revenue Costs							
Revenue Income							
<b>Total Revenue Expenditure / (Net saving)</b>			<b>37.8</b>	<b>37.8</b>			
<b>Cumulative</b>			<b>37.8</b>	<b>75.6</b>			
4.1.5 Whole Life Costing							
Estimated useful life of asset (years)				N/A			
Total Revenue Costs Year 1 to 5							
Annual Revenue Cost after year 5							
<b>Total cost over whole life of asset</b>							
4.1.6 VAT Implications							
Based on the current information provided, VAT should be recoverable on this scheme but will dependant on each individual element.							

<b>4.1.7</b>	<b>Impact on Band D</b>	
	Additional spend	£2,400,000
	Lost interest at 3.15%	£75,600
	Divided by tax base	£57,143
	<b>Cost per band D tax payer</b>	<b>£1.33</b>

## 5 Project Organisation

### 5.1 Provisional Project Management Team

Name	Role/ Title
	Project Sponsor
Colin McDonald	Project Manager
	User Representative
	Supplier Representative

### 5.2 Interested Parties

Name	Reason	Action required

## 6 Other Useful Information

<b>NPV (rate 2.92%) 5%</b>	<b>Council Plan specific 50%</b>	<b>Statutory 5%</b>	<b>Carbon Plan 10%</b>	<b>Partnership funding/ leverage 20%</b>	<b>Does the Public Want it? 5%</b>	<b>Can anyone else do it? 5%</b>
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Project No.	Project	Lead Officer	SSDC FUNDING	Secured External/ Partner Funding	Total Capital Cost	NPV		Does the scheme help to deliver any of the Councils Key Focus Areas?	Does the scheme help to meet any of the planned actions within each focus area?		Is it a statutory obligation?	Is the scheme set out in the Carbon Management Plan?		Partnership Funding		Result of positive Public Consultation		Can the project be delivered by the anyone else?		Total Score
						50 points if positive 0 if negative	Max of 50		Y/N If no cannot proceed	Focus		Max of 250	50 if Yes	Y/N	Max of 100	Y/N	Max of 200	Y/N	50 if Y	

**Essential Schemes**

2016-03	Enhancements to Council's Property Portfolio	Garry Green	226,000	7,000	233,000	(219,588)	0	Y	All 4	125	0	N	0	Y	50	N	0	N	50	225
2016-07	Octagon Theatre Stage Lighting Dimmer System	Adam Burgan	64,000	0	64,000	(62,184)	0	Y	Health & Well Being	125	0	Y	50	N	0	N	0	N	50	225
2016-08	Yeovil Innovation Centre Phase II Extension	David Julian	1,292,000	433,000	1,725,000	(1,255,344)	0	Y	Economy	250	0	N	0	Y	100	N	0	N	50	400
<b>Subtotal of essential schemes</b>			<b>1,582,000</b>	<b>440,000</b>	<b>2,022,000</b>															

**Other Schemes**

2016-01	Yeovil Innovation Car Park Facilities	David Julian	120,000	0	120,000	(116,595)	0	Y	Economy	125	0	N	0	N	0	N	0	N	50	175
2016-02	Ham Hill Road Improvements	Katy Menday	19,200	800	20,000	(18,655)	0	Y	Health & Well Being	125	0	N	0	Y	50	N	0	N	50	225
2016-04	Upgrade of Joanna France Building, Bill Whistlecroft Athletics Arena	Lynda Pincombe	26,700	125,000	151,700	(25,942)	0	Y	Health & Well Being	125	0	N	0	Y	200	Y	50	Y	0	375
2016-05	Grant to Grass Royal Play Area	Rob Parr	10,000	10,000	20,000	(9,716)	0	Y	Health & Well Being	125	0	N	0	Y	200	N	0	Y	0	325
2016-06	Access all Areas Footpaths on Open Spaces	Stephen Fox	127,000	0	127,000	(123,397)	0	Y	Environment	125	0	N	0	N	0	Y	50	N	50	225
<b>Subtotal of other schemes</b>			<b>302,900</b>	<b>135,800</b>	<b>438,700</b>															

**Non-Scoring schemes**

	Top Up to Area Capital	ADMs	100,000	0	100,000															
2016-09	Investment in Market Housing	Colin McDonald	2,400,000	0	2,400,000															
	Transformation		2,500,000	0	2,500,000															
<b>Subtotal of non-scoring schemes</b>			<b>5,000,000</b>	<b>0</b>	<b>5,000,000</b>															

<b>TOTAL OF ALL NEW CAPITAL BIDS</b>			<b>6,884,900</b>	<b>575,800</b>	<b>7,460,700</b>															
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