



COUNCIL SUMMONS

YOU ARE REQUESTED TO ATTEND A MEETING OF THE TAUNTON DEANE BOROUGH COUNCIL TO BE HELD IN PRINCIPAL COMMITTEE ROOM, THE DEANE HOUSE, BELVEDERE ROAD, TAUNTON ON MONDAY 5TH SEPTEMBER 2005 AT 19:30.

AGENDA

The meeting will be preceded by a Prayer to be offered by the Mayor's Chaplain.

1. To report any apologies for absence
2. To receive questions from Local Government electors under Standing Order 18
3. Joint Venture Arrangements for Corporate Services.
To consider the recommendations of the Executive meeting held earlier in the evening.
The report relating to this item has been circulated with the Agenda for the Executive meeting which will take place at 18.15 immediately before this Special Council Meeting.

G P DYKE
Member Services Manager

The Deane House
Belvedere Road
TAUNTON
Somerset

TA1 1HE

02 September 2005



Members of the public are welcome to attend the meeting and listen to the discussion. Lift access to the main committee room on the first floor of the building is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available. There is a time set aside at the beginning of the meeting to allow the public to ask questions



An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact Greg Dyke on:



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Website: www.tauntondeane.gov.uk (Council, Executive, Review Board & Review Panel Agenda, Reports and Minutes are available on the Website)

Executive – 24 August 2005

Present: Councillor Williams (Chairman)
Councillors Bishop, Mrs Bradley, N. Cavill, Edwards, Garner, Hall and Leighton

Officers: Mr J J Thornberry (Strategic Director), Ms S Adam (Strategic Director), Ms J Wishlade (Strategic Director), Mrs J Sillifant (Joint Venture Project Manager), Mr K Toller (Head of Resources), Mr C Brazier (Housing Transfer Manager), Mr N T Noall (Head of Development), Ms E Watkin (Joint Venture Project Accountant) and Mrs D Durham (Review Support Officer)

Also Present: Councillors Croad, Henley, House, Morrell, Prior-Sankey, Stuart-Thorn and Wedderkopp and Didar Dhillon (Pinsent Masons) for Minute No 82 only.

(The meeting commenced at 6.15 pm.)

77. Apology

Councillor Mrs Lewin-Harris.

78. Minutes

The minutes of the meeting of the Executive held on 20 July 2005 were taken as read and were signed.

79. Public Question Time

Councillor Henley, as a member of the public, asked the following questions:-

- (1) With reference to the debacle over the cancellation of this year's "Proms in the Park", he was very concerned that the warnings about ticket prices had not been heeded by the Executive Councillor. What was the future for this very popular event?
- (2) Turning to proposals to charge for the use of Vivary Park, he had noted recent comments that "the days of subsidy were over". However, should a charge really be imposed on the Flower Show? How was it the Executive supported the provision of a Christmas ice rink in Taunton which might need to be subsidised? What was the latest as far as sponsorship for the ice rink was concerned?
- (3) Was it correct that a private company would run the new market if it was relocated to Chelston? How much tax-payers money would be needed in bringing the new market forward?

In response:-

- (1) Councillor Mrs Bradley suggested that as Chairman of the Review Board, Councillor Henley might wish to look at what had happened regarding “Proms in the Park” as part of the scrutiny process.

The Chairman (Councillor Williams) added that the event was no longer run by the Council and that its cancellation was due to the demise of the company promoting it. The Council could not be responsible for what had happened.

- (2) Councillor Mrs Bradley reported that extensive consultation had taken place as to what was wanted in Vivary Park, even though no extra money would be available from the Council to fund particular events. This meant that some form of charging would be necessary.

The Chairman added that the detailed charging proposals had still to be considered by the Health and Leisure Review Panel. He also informed Councillor Henley that the Marketing Director of the Flower Show (Mr. A. Prior-Sankey) totally agreed with charging for the use of the park. As far as the Flower Show itself was concerned, they needed to decide whether this event was commercial or charitable.

Councillor Prior-Sankey (in declaring a personal interest in this matter) clarified that the Marketing Director had actually said that he was “in favour of charging for commercial activities”.

Councillor Cavill reported that a main sponsor for the ice rink had not yet been identified although discussions were continuing. Some limited financial assistance had been offered towards what would be the only ice rink in the South West during the Christmas period.

- (3) Councillor Cavill reported that full details as to how the new market at Chelston would be brought forward had not yet been fully agreed. There was a need for the existing market site to be valued and this was due to be undertaken by the Regional Development Agency.

Councillor Wedderkopp, as a member of the public, referred to the public toilets in Taunton Deane which were now fewer in number, but certainly cleaner – although those at the Taunton Bus Station smelt very strongly of ammonia. He asked whether Deane DLO were now cleaning all the toilets? If so, what specification was given regarding cleansing and were all the cleaning staff adequately trained?

Councillor Edwards confirmed that the cleaning contract had been taken over by Deane DLO leading to a significant improvement in the standard of cleaning. He promised to make some enquiries about the other points raised and would inform Councillor Wedderkopp of the outcome.

Councillor Prior-Sankey, referring to the development of the Council’s Travel Plan was concerned that the press release issued after the Review

Board's consideration of this topic earlier in the month did not reflect the discussion that had taken place. She reminded the Executive of the Communications Protocol which asked Councillors to ensure that articles released to the press were balanced.

The Chairman reported that Councillor Prior-Sankey's point had been taken up by the Monitoring Officer and a response had now been issued.

Mr Harris asked a series of questions on behalf of Mr S Robins with regard to a number of issues.

The Chairman responded as follows:-

- (a) Attendance figures of Councillors attending meetings were on the website;
- (b) Minutes of party meetings were not available to the public;
- (c) Scrutiny was beginning to work well with items of concern being referred to the appropriate Review Panel for consideration. He did not accept that he "stifled" scrutiny;
- (d) He also did not accept that basic courtesies had been removed from Mr Robins. The extra measures implemented had been put in place to protect staff. Mr Robins still had the means to communicate with the Council by way of the dedicated answerphone that had been made available to him;
- (e) He would speak to the Chief Executive about unanswered questions although the Council would decline to answer those that had repeatedly been dealt with in the past;
- (f) A reasonable approach from Mr Robins would receive a reasonable response from the Council.

80. Customer Access Strategy

Submitted report previously circulated, which considered the adoption of a Customer Access Strategy.

A Customer Access Strategy should set out the Council's aspirations for the way in which it wanted to relate to its customers in the future. As the Council potentially moved towards a Joint Venture approach to delivering some of its services and increasing the number of partnerships that it worked with, it became increasingly important to have this clarity.

Submitted details of a draft Strategy that had been developed following informal discussions between the Executive and members of the Corporate Management Team. Subsequently workshops had been run with the Review Board, staff and managers to help influence the development of the Strategy. The Review Board had considered the draft Strategy at its meeting on 4 August 2005.

RESOLVED that the Customer Access Strategy as set out in the report be adopted.

(Councillor Prior-Sankey, as a County Councillor, declared a personal interest in the item covered by Minute No. 81 below.)

81. Joint Venture Arrangements for Corporate Services

Reference Minute No 76/2005 which built on the first two drafts of the outline business case submitted to the Executive at its meetings on 22 June and 20 July 2005. It concluded the initial thinking about which services were proposed to be “in scope”, and outlined the financial case to support the overall business case. It was acknowledged that this needed to be considered alongside the Council’s emerging Customer Strategy. A further report setting out this Council’s and Somerset County Council’s Joint Vision and ambitions for the project was to be presented to the Executive at a special meeting on 5 September 2005.

Since the last report on 20 July 2005 significant progress had been made to take the work of the potential Joint Venture arrangement forward.

- (1) The Officers Steering Group had concluded its work to determine which services should be “in scope” details of which were submitted;
- (2) The Governance and Project Management arrangements agreed with the County Council were in place and working well;
- (3) The Strategic Director responsible for this project had held a number of further staff briefing sessions which had been well attended;
- (4) A communications action plan had been implemented including publication of the first “Briefing” update and the establishment of a Staff Consultation Group;
- (5) The Corporate Management Team had endorsed the risk management register produced by the Steering Group;
- (6) Work had been undertaken to produce outline costings for the proposed model of a Joint Venture arrangement;
- (7) Work had similarly been undertaken to produce outline costings for the different business models discussed in Draft 1 that could also potentially achieve the business objectives the Council had specified.

The point had now been reached when a decision needed to be made as to whether the overall business case was sufficiently robust to go ahead with the procurement process to select the private sector partner. The key aspect of the report was the outline financial case to support the overall business case. Also included was the estimated cost of procuring external legal and financial advice for the project.

RESOLVED that:-

- (1) The Outline Business Case (draft free) for the potential Joint Venture arrangement as submitted be noted and, in particular, the affordability

model work which set out the comparative financial cases for all the business model options be also noted;

- (2) The continuation of the ISIS project be agreed and Council be recommended to approve a supplementary estimate from General Fund Reserves of £120,000 to fund the cost of the external advisors for the next phase of this project.
- (3) The involvement of Taunton Deane Borough Council in the procurement process seek a private sector partner be agreed.
- (4) A "joint vision and ambitions statement" continue to be developed with Somerset County Council for consideration by the Executive and Council at its special meetings on 5 September 2005.

82. Housing Stock Transfer Consultation

Progress reports had been provided on a number of occasions in the past to outline the work undertaken on the Housing Stock Transfer Consultation. This further update included details of the Communication Log, Project Reporting Arrangements and a briefing on the role and responsibilities of the Shadow Board.

This matter had been considered by the Tenants Forum and the Housing Review Panel. Apart from one minor change recommended by the Tenants Forum both the Review Panel and the Forum had agreed with the recommendations included in the report.

RESOLVED that:-

1. The project reporting arrangements detailed in Appendix 2 to the report be agreed, subject to the membership of the Elected Member Advisory Group detailed in Annex 2 being altered from "Group Leaders and Portfolio Holder" to a Group reflecting the political proportionality of the Council, that is seven Councillors comprising four Conservatives, two Liberal Democrats and one from either the Independent or Labour Groups;
2. The following proposals with regard to the formation of a Shadow Board be agreed:-
 - (a) A Shadow Board of 12 members equally split between four Council nominees, four tenants and four independent persons from the community.
 - (b) The Council nominees comprise two from the Conservatives, one Liberal Democrat and one to represent both the Labour and the Independent Groups. It was recognised that the political leaders would decide whether the nominees would be Councillors or other persons.

- (c) The recommendations set out in the report regarding the appointment of tenant and independent Shadow Board Members be agreed.

83. Allocation of the Governments Planning Delivery Grant 2005/2006

Reported that the Council had been awarded a Planning Delivery Grant (PDG) of £545,353 in recognition of planning performance over the year ending 30 September 2004. The grant was slightly more than last years award and compared favourably with other authorities in the region.

Following discussions with Officers and Executive Councillors it was proposed to combine this years grant with the carried over funds from last year and to budget for service improvements over two years in three main areas - Development Control, Forward Planning and The Vision for Taunton.

RESOLVED that:-

- (1) The priority bids for the allocation of the Planning Delivery Grant for 2005/2006 as set out in the appendix to the report (Notes 1-16) be agreed;
- (2) An additional Development Control Case Officer funded by the PDG for two years as a "non priority bid" be agreed as set out in the appendix to the report (Note 17); and
- (3) An additional 0.45 FTE clerical/administrative support officer in Forward Planning funded by the PDG for one year as a "non priority bid" be agreed as set out in the appendix to the report (Note 18).

(Councillor Leighton left the meeting at 8.15 p.m. during the discussion of Minute No. 83.)

84. Taunton Deane Borough Council and the Brewhouse Theatre

Reported that the Council had an ongoing commitment to the Brewhouse Theatre and its work which went well beyond just putting on productions and included education and the wider visual arts. It was recognised as an important agent in delivering culture in its wider sense and provided a central location for the arts. In this way it made a major contribution to the Council's Corporate Priorities.

The Council currently managed its relationship via a joint Service Level Agreement with the County Council which was monitored by the Brewhouse Panel. The Brewhouse Panel was set up in 1983 in order to consider the future workings and needs of the Brewhouse Theatre. The terms of reference of the panel were revised in 1998 to better fit the requirements of that time. The main purpose of those revised terms of reference was to monitor the management of the Brewhouse Theatre and Arts Centre and to consider proposals for future developments which might affect the Council.

Two of its main responsibilities were to approve the release of the Council's grant on a periodic basis and to ensure that the funding provided by the Council was effectively used and to agree with the theatre management any development and business plans and to monitor their achievement.

In fact the current Panel met only twice a year with monthly finance reports being submitted to officers and the Executive Councillor making the decision about releasing the grant money. A good working relationship had been developed between the Council's Arts Officer and the General Manager of the Brewhouse Theatre.

It was recognised that the current terms of reference and the agreed working arrangements of the Brewhouse Panel were in need of review and updating. They were no longer being fully followed as circumstances had changed.

In addition, the Brewhouse was also going through a fundamental review of its role and was planning to develop its business in line with this merging role. The Theatre now sought to work in a modernised partnership relationship with the Council - one which gave them access to Senior Officers and a structured and formalised route to report to Members via the mainstream Review Panel arrangement. This change would also fit in with the Council's plans to improve scrutiny following the review of this function.

It was proposed that the Brewhouse Panel be disbanded and a partnership arrangement similar to that used with Tone Leisure be introduced for managing the relationship of the Brewhouse. A funding agreement was already in place and would continue to be monitored by officers on a monthly basis. Formal accounts would be presented on a quarterly basis to the partnership meeting. The Business Plan and relevant performance monitoring arrangements would be agreed with the Brewhouse as part of this funding agreement and would take the place of the current Service Level Agreement. Reports on these would be made to the partnership meeting on a quarterly basis.

The day to day relationship with the Brewhouse would continue to operate through the Council's Arts Officer. A quarterly partnership meeting would be chaired by one of the Council's Strategic Directors and would be held with the Chair of the Trustees and the new General Manager of the Brewhouse plus relevant other senior staff from both organisations. A report to the Health and Leisure Review Panel would be submitted on a quarterly basis and there would be elected member representation on the Brewhouse Board of Trustees.

The Review Board had discussed these proposals and had recommended that they be agreed.

RESOLVED that the Brewhouse Panel be disbanded and a partnering arrangement be introduced with effect from October 2005 to coincide with the

new business planning process of the Brewhouse and the imminent introduction of updated scrutiny arrangements for the Council.

85. Travel Plan Development

It was reported that improving transport and travel within Taunton Deane was a priority of the Council and it therefore had a community leadership role to ensure it was doing all that it could to support the management of congestion in the area both through implementation of policy and through the travel of its own workforce.

Other key large organisations in Taunton already had Travel Plans and when working with new businesses wishing to locate to Taunton the Council included travel planning as part of the planning process. Car parking charges within the town centre had risen and Taunton Deane had been criticised for asking other workers in town to pay increased rates whilst continuing to offer unrestricted free parking to a large proportion of employees.

A Travel Plan was a package of measures individually tailored to efficiently manage the transport impact of an organisation and was aimed at promoting sustainable travel choices.

A Travel Plan Working Group had been set up and a series of actions and targets based on the reduction in available free parking for staff and the encouragement of cycling, walking, car sharing, public transport and home working had been considered. Targets would be set around a reduction in car use and growth in use of other forms of transport. The action taken so far had focussed on the travel to and from work journeys. In the future the Travel Plan would develop to include business trips and the Council fleet.

It was considered that capital finance would be required in the following areas:-

- Increased shower provision;
- Increased cycle storage;
- Wet weather storage/drying areas;
- Purchase of two further staff pool bikes;
- Umbrellas;
- Personal alarms; and
- Changes required to make the car parking scheme work.

A grant of 50% of the total capital spend up to a limit of £4000 was available from Somerset County Council. A small amount of revenue funding was required for public relations activities but it was felt that this could be found from within current budgets.

A staff survey showed that 240 staff currently worked at The Deane House or Flook House and travelled by car. If all 240 were to pay £1 a week for car

parking a potential income was £12,480. This income would be ringfenced for improvements to facilities to support the Travel Plan.

It was felt that some of the support measures listed above should be introduced before proposed changes to staff car parking were introduced. This would require some funding to make the capital improvements to the premises prior to the revenue stream coming on line.

The Review Board had considered this matter at a recent meeting and supported the Travel Plan and details of its discussions and points raised were submitted.

RESOLVED that:-

- (1) The actions and priorities identified within the Travel Plan be agreed;
and
- (2) Capital expenditure of approximately £12000 be agreed in advance of this matter being considered further together with charging for car parking.

(The meeting closed at 8.40 p.m.)

TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE – 5 SEPTEMBER 2005

Report of Strategic Director (Shirlene Adam)

(This matter is the responsibility of Executive Councillor T Hall)

JOINT VENTURE ARRANGEMENTS FOR CORPORATE SERVICES

EXECUTIVE SUMMARY

This report builds on the first three drafts of the Outline Business Case previously presented to the Executive on 22 June, 20 July and 24 August 2005. It summarises the further joint work carried out by Taunton Deane Borough Council and Somerset County Council, setting out the two councils' joint vision and ambitions for the Isis programme.

It also sets out a summary position on the programme's affordability.

1. Purpose of the Report

1.1 This report adds to the Outline Business Case presented to the Executive on 24 August on the future direction of the Council in respect of:

- Customer Access to services and service improvement;
- Corporate and transactional Services (including Revenues and Housing Benefits)

by summarising Taunton Deane Borough Council and Somerset County Council's joint ambitions for the proposed Isis programme.

1.2 The Executive is asked to:

a) Endorse the work done to date on the two councils' joint objectives and end goals, as summarised in Appendix 1

b) Note the joint financial position summarised at Appendix 2

c) Note the joint scoping statement attached at Appendix 3

2. Background

2.1 If the Isis programme is to succeed, it is crucial that both councils share the same vision and expectations about what this proposed strategic partnership will achieve.

2.2 Earlier this summer the Corporate Directors teams of Taunton Deane Borough Council and Somerset County Council developed initial joint objectives for the programme. Further work has since taken place during August to clarify what our shared ambitions are, and what joint visions and expectations both councils have for this proposed partnership arrangement.

2.2 The programme objectives are as follows:

- **To make customer-facing services more accessible, and to improve their delivery**
- **To modernise, reduce the cost of and improve corporate, transactional and support services**
- **To help modernise and transform the overall workings of Taunton Deane Borough Council and the County Council**
- **To invest in new world class technologies to improve productivity**
- **To create an excellent working environment and a more sustainable employment future for staff**
- **To generate economic development by attracting a partner willing to invest in Taunton Deane**

2.3 These objectives are set against the need to provide better access for customers to improved services, to achieve efficiencies and to provide better value for money for the taxpayer.

3. Wider organisational change

3.1 Whilst the primary focus of Isis is on corporate support and transactional services, it is widely recognised that any changes in these areas will impact across the whole organisation.

3.2 To achieve any consistent form of excellence in customer service will require significant changes within both councils. These changes are likely to revolve around:

- Radical culture change to achieve greater customer focus
- Significant staff training
- Detailed consultation involving customers in service redesign
- Significant service redesign
- A thorough review of front line service delivery, focusing in particular on when, where and how we deliver to our customers. This will include undertaking a review of property requirements jointly with the County Council and other partners
- Breaking down barriers within and between the councils, and with other partners

- Increasing the efficiency and effectiveness of our services to enable resources to be redirected towards excellent service delivery

3.3 If we are to achieve ambitious aims in these areas, significant skills and resources will be needed; hence the need to release resources from the 'back office' to deliver on our ambitions for the 'front office'.

3.4 The objectives and the end goals they are seeking to achieve, and the culture of the organisation that will deliver this are set out in Appendix 1.

4. Affordability

4.1 The Draft 3 Outline Business Case approved by the Executive on 24 August included an outline of the financial case to support the overall Business Case. Essentially this summarised what the "in scope" services are costing us now, what the projected (or preferred) future services profile is likely to cost, and whether our future ambitions are affordable.

4.2 The financial model summarised the affordability of the different business models highlighted in Draft 1 of the Outline Business Case. From these summaries, it was apparent that it is not financially viable for this council to consider undertaking such a partnership arrangement alone; the programme does become viable however if the two councils undertake this proposed partnership arrangement together.

4.3 The Outline Business Case presented on 24 August set out this joint position although at that time it was shown as a confidential "pink" paper. This joint position is now shown at Appendix 2.

5. Joint scoping of services

The Taunton Deane Borough Council services proposed as being in scope of Isis were summarised in the Draft 3 paper of 24 August. A similar scoping table showing the joint proposed "in scope" services is set out at Appendix 3.

6. Recommendations

6.1 The Executive is requested to:-

- i. Endorse the joint objectives and end goals set out in Appendix 1;
- ii. Note the joint summary financial position shown at Appendix 2;
- iii. Note the joint scoping table shown at Appendix 3.

Contact officers:-

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Background Papers:-

Executive 24 May 2005 – “Joint Venture Arrangements For Corporate Services”

Executive 22 June 2005 – “Joint Venture Arrangements For Corporate Services”

Executive 20 July 2005 - “Joint Venture Arrangements for Corporate Services”

Executive 24 August 2005 - “Joint Venture Arrangements for Corporate Services”

Appendix 1

Objective	The End Goal	The Culture
To make customer-facing services more accessible, and to improve their delivery	<ul style="list-style-type: none"> • Customers experience real excellence in both access to and provision of service, through ways which best meet their needs • Customers have a choice of how they access services with 90% of service enquiries resolved at initial point of contact • Customers experience excellence through personalised and localised services, including through local 'hubs' – eg village halls/ 'clubhouse' model 	<ul style="list-style-type: none"> • Customer driven and customer focused (not inward looking) • We get it right first time, every time
To modernise, reduce the cost of and improve corporate, transactional and support services	<ul style="list-style-type: none"> • Integrated support services and transactional services which meet the precise needs of front line services and represent Industry best practice across whole organisation – 'Better for less' 	<ul style="list-style-type: none"> • Flexible (not bureaucratic) <ul style="list-style-type: none"> • Open and inclusive • Information sharing • Continually improving • Multi-skilled • Process efficient • Cross fertilisation
To help modernise and transform the overall workings of the County Council and Taunton Deane Borough Council	<ul style="list-style-type: none"> • A refreshingly modern organisation that puts the needs of customers first and delivers services in the most effective way • A market leader partner 	<ul style="list-style-type: none"> • Delivery focused, (not service led); • Innovative and challenging • Accessible and flexible • National /International reputation • A UK HQ?
To invest in new world class technologies to improve productivity	<ul style="list-style-type: none"> • Open new business opportunities • Investment will come in a number of ways: <ul style="list-style-type: none"> ➢ Money ➢ People <ul style="list-style-type: none"> ○ Skills ○ BPR ➢ ICT ➢ Buildings 	<ul style="list-style-type: none"> • Able to diversify and expand to incorporate new business
To create an excellent working environment and a more sustainable employment future for staff	<ul style="list-style-type: none"> • A Somerset business centre based in Taunton Deane providing excellent support services to public authorities in Somerset and across the Region 	<ul style="list-style-type: none"> • The best employer around (not just the local choice) • Investment is made in the development and training of staff
To generate economic development by attracting a partner willing to invest in Taunton Deane	<ul style="list-style-type: none"> • Economic regeneration, investment and employment opportunities 	<p>An organisation that challenges some traditional perceptions of the public sector ethos</p>

Appendix 2

The attached financial model sets out the joint estimated outturn position for Taunton Deane Borough Council and Somerset County Council by summarising in outline the overall financial viability of each of the different business model options, based on the assumptions set out in full at Draft 3 of the Outline Business Case presented on 24 August.

Nb (i) These figures are indicative only – changes to any of the assumptions described above will result in amended data.

(ii) The table in all cases assumes a contract period of 15 years.

OPTIONS	TDBC STAND ALONE POSITION				JOINT POSITION			
STANDSTILL QUO - no customer access improvements	NIL Investment	-7.52			NIL Investment	-28.44		
Assumptions								
<ul style="list-style-type: none"> - Customer Access aspirations delivered - 15 year contract 								
OPTIONS	Investment £m	Level of Efficiencies			Investment £m	Level of Efficiencies		
		Low	Med	High		Low	Med	High
DO IT OURSELVES	6	-7.60	-5.07	-2.13	30	-3.33	20.24	50.85
	8	-9.74	-7.21	-4.27	40	-13.99	9.58	40.19
	10	-11.89	-9.35	-6.41	50	-24.68	-1.11	29.50
JV - TUPE	6	-10.17	-7.58	-3.21	30	-5.72	21.04	58.97
	8	-10.17	-10.17	-6.39	40	-21.47	3.74	44.97
	10	Not viable	-10.17	-9.54	50	-35.33	-6.77	30.97
JV – SECONDMENT	6	-7.70	-6.16	-2.52	30	-4.72	23.98	62.42
	8	Not viable	-7.70	-4.97	40	-16.98	9.98	49.46
	10	Not viable	-7.70	-7.70	50	-27.34	-4.02	35.46

Joint Scoping Statement

Service	In Scope		Out of Scope	
	SCC	TDBC	SCC	TDBC
HR Department	<p>HR advice & guidance</p> <p>Case work</p> <p>Health & Safety audit/ inspection</p> <p>Training delivery/ support e-HR</p> <p>Payroll/ HR admin</p> <p>Management information</p> <p>Recruitment (incl S Staffing, Dillington Advertising)</p> <p>Pay and Reward</p> <p>Help Desk</p>	<p>HR Advice & guidance</p> <ul style="list-style-type: none"> - Recruitment & selection - Employee relations - General advice on employment related issues - Design and review policies and procedures <p>Health and safety</p> <p>Training and development – Advise on training and development issues, develop and review training policies, design and run development centres, run management development prog, design and run prog of skills and other training to support individual and corporate needs</p> <p>Payroll/ HR Admin</p> <p>Management Information</p> <p>Occupational health</p>	<p>Strategic direction</p> <p>Major HR policy</p> <p>High profile/ sensitive areas</p> <p>Dillington House</p> <p>Wyvern Nursery</p>	<p>Strategic direction</p> <p>eg policy formulation, management development need analysis, IIP /OD work</p>

Service	In Scope		Out of Scope	
	SCC	TDBC	SCC	TDBC
Legal Services	Provision of conveyancing function and advice on property law to include <ul style="list-style-type: none"> ▪ Aspects of Compulsory Purchase Orders ▪ General property work ▪ Property legal advice ▪ Planning agreement ▪ County Farm sales ▪ Highways adoption agreement ▪ Social services agreement ▪ Deeds storage ▪ Compensation claims Debt Collection		Monitoring officer role. Education and child care: (child care, schools advice & casework, adoption, SEN, schools prosecutions, some adult social services & mental health work). Environmental: Planning, highways, RoW, Regulation Ctee, Commons, Waste, Advocacy at inquiries. Employment law. General non-property advice for other Departments. Support to Lord Chancellor's Advisory Ctee and Coroners' links.	Legal Advice to Members and officers across most of the Council's services and functions Assist with probity issues Carry out all the Council's conveyancing and deal with most of the construction contracts Deal with Planning enquiries and Sec 106 agreements Carry out most of the Council's prosecutions and represent the Council in other court proceedings Provides specialist legal support on major legal issues and co-ordinates external legal advice where required on major projects Organises funerals for those who have nobody willing and able so to do Provide replies to Local land charges searches. Maintain the Local Land Charges register. Make appropriate records available for personal searchers.

Service	In Scope		Out of Scope	
	SCC	TDBC	SCC	TDBC
Finance Department	<p>Contract monitoring & mangt.</p> <p>Statutory returns, audit & inspection support.</p> <p>Monitoring corporate standards.</p> <p>Provide management info re finance & procurement.</p> <p>Leasing administration.</p> <p>Pensions administration & advice.</p> <p>Implement procurement strategy and support.</p> <p>Insurance cover & fund admin.</p> <p>Support and admin to Dept.</p> <p>Accounting & budget advice.</p> <p>Support financial systems development.</p> <p>Training on financial systems.</p> <p>Supplier payment processing.</p> <p>Payroll processing.</p> <p>Income processing & debt management.</p> <p>Implement FIS strategy.</p> <p>Procurement advice.</p>	<p>Accountancy:</p> <p><u>Financial Strategy:</u></p> <ul style="list-style-type: none"> • Medium Term Financial Strategy • Medium Term Financial Plan • Financial Options Appraisal • Budget Preparation • Budget consolidation • Tax level calculations • Salary budget preparation • Budget book preparation • Advice & Guidance to Officers and Members <p><u>Budget Monitoring (Capital & Revenue)</u></p> <ul style="list-style-type: none"> • Monthly report to Corporate Management Team • Regular meetings with Managers • 4 Monthly reports to Review Board • Deane DLO monitoring <p><u>Technical Financial Matters</u></p> <ul style="list-style-type: none"> • Fixed Asset charges • Collection fund preparation and forecasting • VAT advice and preparation of monthly VAT return • Analysis of the impact of new legislation • Maintenance of the current Financial Management System 	<p><u>S151</u></p> <ul style="list-style-type: none"> ▪ Internal audit ▪ Strategic risk management ▪ High level finance & procurement advice ▪ Corporate MTFP ▪ Standards & key controls ▪ Determining financial information systems in liaison with the partner ▪ Financial training/competence standards ▪ Quality Assurance <p><u>Non SCC Activity (undertaken on behalf of national organisations)</u></p> <ul style="list-style-type: none"> ▪ CCN/PATS support team <p><u>Pension Fund and Treasury Management</u></p> <ul style="list-style-type: none"> ▪ Strategic pensions & treasury management ▪ Advice to pension fund's admitted bodies, actuary ▪ Pension fund management ▪ Daily cash flow management <p><u>Other</u></p> <ul style="list-style-type: none"> ▪ National policy development, lobbying 	<p>Internal audit.</p> <p>S 151 role</p>

Service	In Scope		Out of Scope	
	SCC	TDBC	SCC	TDBC
		<p><u>Closedown of the Accounts and Preparation of the Annual Financial Statements including liaison with the Council's external auditor</u></p> <p><u>Performance & Statistical Information</u></p> <ul style="list-style-type: none"> • Preparation of statutory Government returns • Preparation of discretionary statistical returns (ie CIPFA) <p>Insurance</p> <ul style="list-style-type: none"> • Third party claims handling • Fire policy claims handling • Motor claims handling • Risk management • Level of cover negotiations • Contract renewals <p>Treasury Management</p> <ul style="list-style-type: none"> • Policy & Strategy • Daily cash flow management & forecasting • Liaison with the Councils TM advisors • Debt advice <p>Creditor Payments</p> <ul style="list-style-type: none"> • Maintenance of supplier records • VAT and CIS tax compliance • Travel warrants <p>Purchase order maintenance</p>		

Service	In Scope		Out of Scope	
	SCC	TDBC	SCC	TDBC
ICT Department	ICT Strategy Performance Management Service Level Management Governance Options appraisal. Corporate Datacentre. Disaster recovery. Application support, development and standards. Partnership developments (SOL). Web development. Directorate support. Research and development delivery BPR. Project management. Infrastructure support/ DBA. ICT training. Help desk/2 nd line support. Desktop Support WAN & LAN Networking	ICT Management High level strategy provision Reporting to Members and Directors Representation at partnership meetings Awareness and interpretation of evolving technologies and standards Development of standards and policies Employee management Supplier management Business Systems Support¹ Business analysis Business system support and development Corporate systems support and development Systems integration Enterprise architecture implementation E-Systems Support¹ Business Analysis Web development Web management Intranet development Intranet management System support Systems integration Enterprise architecture implementation Infrastructure Support Telephony services Data storage Disaster recovery Security management Local and wide area networks Remote / Home working Helpdesk Out of hours support	Strategic planning and direction. Programme planning Security policy Information Management Strategy Information Management Compliance	Strategic advice/ planning (eg intellectual property rights)

Service	In Scope		Out of Scope	
	SCC	TDBC	SCC	TDBC
	Procuring, developing and integrating systems. ICT elements of Schools Blue Book Services ICT development Infrastructure design and implementation. Network design. Ordering, installing and maintaining all desktop equipment ICT training Hosting and running business critical systems Management of intranet, internet and extranet services Providing Active Directory Services Maintain and safeguard data and assets R & D of emerging technology ICT advice and Consultancy Analysing business needs & option evaluation Implementing ICT solutions	Hardware installation and support Desktop installation and support Asset management Licence management Performance and capacity monitoring and management		

Service	In Scope		Out of Scope	
	SCC	TDBC	SCC	TDBC
Property Services	Property Review Property data management Asset Management planning Procurement Lettings, Acquisitions and Disposals Valuations Rating Option appraisals Cost planning and cost checks Tenders and contracts Performance management of providers Post project evaluation Business management Payments to suppliers QA Health and safety compliance Maintenance programmes Consultancy services Emergency call-out Asbestos removal Temporary buildings Minor works Surveys Grounds maintenance and trees Play equipment Inspections Servicing Architectural and M&E design Capital programme S106 claims and LDFs	Asset Holdings Property Management (inc. commercial lettings, rent reviews, lease renewals etc) Acquisition & disposal of property assets General property and valuation advice Asset valuations for capital accounting purposes Insurance valuations Rating Valuation reviews and appeals RTB Housing Valuations and sales Maintenance of property records (inc. Terrier & Asset Register) Maintenance & Design The regular updating of The Asset Management Plan. This provides the framework to monitor the performance of property assets, ensuring sufficiency, suitability and performance requirements are met. Property Condition Surveys Maintenance Programmes Maintenance of Bus Shelters and Street Nameplates Design/feasibility studies. To enable any potential development opportunities to be fully explored Energy Management. Is the energy source appropriate, systems, building fabric, usage etc. Compliance with the Disability Discrimination Act. The Code of	Strategic Estates management Local Plans and s106 policy Corporate property standards Ownership of Property Data and property assets	

Service	In Scope		Out of Scope	
	SCC	TDBC	SCC	TDBC
		<p>Practice encourages the auditing of physical and non-physical barriers to access for disabled people. An access audit and the resulting access improvement plan are the best way of ensuring that a building achieves its potential accessibility, this varying from one building to the next.</p> <p>Health and safety of properties (asbestos, legionella etc).</p> <p>Flooding Advice and Signposting</p> <p>Drainage Advice</p> <p>GIS service</p>		
Customer Services	<ul style="list-style-type: none"> ▪ Maintain & develop use of Somerset Direct customer contact centres and CRM service In conjunction with District Councils ▪ Provision of a network of face-to-face customer service centres ▪ Provision of an expanded range of 'self serve' services available through a variety of electronic channels including web, digital TV, SMS text messaging, web casting, video conferencing ▪ Provision of technological solutions to support and enhance customer access capabilities across all access channels ▪ Provision of expanded range 	<p>Front-line provision of customer contact for:</p> <p>Main reception</p> <p>Revenues</p> <p>Benefits</p> <p>Limited Parking Services</p> <p>Elements of Environmental Health will come on stream as the service is developed on Northgate Front Office during this financial year.</p> <p>Telephonic provision of customer contact for:</p> <p>Main switchboard</p> <p>Revenues</p> <p>Benefits</p> <p>Payments</p> <p>Waste Management</p> <p>Land Charges</p> <p>Parking Services</p> <p>Democratic Services</p> <p>Electoral Registration – information service only</p> <p>Planning</p> <p>Elements of Environmental</p>		

Service	In Scope		Out of Scope	
	SCC	TDBC	SCC	TDBC
	<p>of mobile and peripatetic services for customers in their own homes and communities unable to access our services by other means</p> <ul style="list-style-type: none"> ▪ Implementation and operation of all customer access facilities increasing transactional capabilities over time ▪ Comments, feedback and complaints process integrated with CRM system and used to inform development. ▪ Customer surveys to assess satisfaction and shape future services 	<p>Health will come on stream as the service is developed on Northgate Front Office during this financial year.</p> <p>Email: Enquiries submitted through internet service Litter hotline enquiries DigiTV enquiries Provide direct access to Council services to the people of Wellington and surrounding areas. In particular provides an income point; Tourist Information Centre and Council Information Point. Provision of venue for Housing Advice; Police Beat Surgery; Benefit Advisor</p>		
Design and Print inc Central Despatch	<p>Print services to CC Depts</p> <p>Print services to members/ctees</p> <p>Print services to external customers</p> <p>Copy services or members/ctees</p> <p>Design service for CC Depts</p> <p>Design service for members/ctees</p> <p>Design service for external customers</p> <p>County Hall mail/parcels collection & delivery</p>	<p>Print Room Services</p> <p>Graphic Design</p>		

Service	In Scope		Out of Scope	
	SCC	TDBC	SCC	TDBC
	County Hall courier service Copy services to CC Depts Copy services to external customers			
Facilities Management	Management of : Central telephones Pay and Display system with TDBC County Hall reception	Postal Services Corporate DIP Programme Staff Services Provision of word processing and data facility. Maintains and operates Job Application Phone Line. Management and maintenance of intruder and fire alarm systems & security matters including CCTV Responsibility for opening and closing of Deane and Flook House Develop and maintain electronic room booking system Deane House vending machine management Management of all Deane House meeting rooms & provision of support to all meetings Fire and evacuation procedures Admin support to Property Services Develop & Monitor of Contractors on site system (Health & Safety) Main point of contact for maintenance issues in TDBC Corporate buildings Ensure emergency/out of hours procedures for Dean House are	Security / Access control Car/Bike Pool, car parking Area accommodation Facilities support staff group	Admin support (for legal services and member services)

Service	In Scope		Out of Scope	
	SCC	TDBC	SCC	TDBC
		in place and any changes passed to the appropriate officer Management of window & office cleaning contracts		
Catering and Cleaning Services			Catering Cleaning	
Procurement	Procurement advice (see Finance entry)	Strategic procurement Purchasing and supplies functions		
Revenues and Benefits Services		REVENUES Collection Control Council Tax Income Non Domestic Rates Sundry Debts BENEFITS Claim processing; Customer service (telephone and face to face - calls transferred, front-line cover for Customer Service Unit, pre-arranged interviews with public at Deane House); Support Services (scanning & indexing, clerical support); Overpaid benefit recovery; Investigation (both benefits & potentially fraudulent applications under the "right to buy" scheme" and home improvement grants); Subsidy and MIS reporting;		

Service	In Scope		Out of Scope	
	SCC	TDBC	SCC	TDBC
		Mortgages; Discretionary Housing Payments; Training (for internal as well as external stakeholders); Verification/intervention visiting; Welfare visiting (assisting in claim completion); Take-up (including Partnership arrangements with CAB); Specifications and testing for IT enhancement		

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