

To:
Members of Scrutiny Committee
(Councillors P H Murphy (Chairman), R Lillis (Vice Chairman), M J Chilcott,
M O A Dewdney, G S Dowding, J Freeman, K J Ross, B Heywood and D J Sanders)

Members of Cabinet
(Councillor T Taylor (Leader), K Kravis (Deputy Leader), C Morgan, K Mills,
S J Pugsley, A H Trollope-Bellew, K H Turner, D J Westcott)

Our Ref CS
Contact Sam Rawle sjrawle@westsomerset.gov.uk

Date 05 March 2015

**THE PRESS AND PUBLIC ARE WELCOME TO ATTEND THE MEETING
THIS DOCUMENT CAN BE MADE AVAILABLE IN LARGE PRINT, BRAILLE, TAPE FORMAT
OR IN OTHER LANGUAGES ON REQUEST**

Dear Councillor

I hereby give you notice to attend the following meeting:

SCRUTINY COMMITTEE

Date: Thursday 12 March 2015

Time: 3.30 pm

Venue: Council Chamber, Council Offices, Williton

There will be a pre-meeting held in the Grabbist Room at 2.30pm to which all Scrutiny Members are invited.

Please note that this meeting may be recorded. At the start of the meeting the Chairman will confirm if all or part of the meeting is being recorded.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during the recording will be retained in accordance with the Council's policy.

Therefore unless you advise otherwise, by entering the Council Chamber and speaking during Public Participation you are consenting to being recorded and to the possible use of the sound recording for access via the website or for training purposes. If you have any queries regarding this please contact Committee Services on 01643 703704.

Yours sincerely



BRUCE LANG

Proper Officer

WEST SOMERSET COUNCIL

West Somerset House Killick Way Williton Taunton TA4 4QA

T 01643 703704 F 01984 633022 DX 117701 WILLITON

E customerservices@westsomerset.gov.uk W www.westsomersetonline.gov.uk

RISK SCORING MATRIX

Report writers score risks in reports uses the scoring matrix below

Risk Scoring Matrix

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

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

- Mitigating actions for high ('High' or above) scoring risks are to be reflected in Service Plans, managed by the Group Manager and implemented by Service Lead Officers;
- Lower scoring risks will either be accepted with no mitigating actions or included in work plans with appropriate mitigating actions that are managed by Service Lead Officers.

SCRUTINY COMMITTEE

Meeting to be held on Thursday 12 March 2015 at 3.30 pm

Council Chamber, Williton

AGENDA

1. Apologies for Absence

2. Minutes

Minutes of the Scrutiny Committee held on 12 February 2015, to be approved and signed as a correct record – **SEE ATTACHED.**

3. Declarations of Interest

To receive and record any declarations of interest in respect of any matters included on the Agenda for consideration at this Meeting.

4. Public Participation

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

For those members of the public wishing to speak at this meeting there are a few points you might like to note.

A three-minute time limit applies to each speaker and you will be asked to speak before Councillors debate the issue. There will be no further opportunity for comment at a later stage. Your comments should be addressed to the Chairman and any ruling made by the Chair is not open to discussion. If a response is needed it will be given either orally at the meeting or a written reply made within five working days of the meeting.

5. Notes of Key Cabinet Decisions/Action Points

To review the Key Cabinet Decisions/Action Points from the Cabinet Meeting held on 4 March, 2015 – **TO BE CIRCULATED AT MEETING**

6. Cabinet Forward Plan

To review the latest Cabinet Forward Plan for the months of April, June, July published on 2015 – **SEE ATTACHED.**

7. GP Out of Hours

To receive an update regarding the operation of the GP Out of Hours Service in Somerset from representatives of the Somerset Clinical Commissioning Group and Northern Doctors Urgent Care.

8. Final Report of the Secondary Education in West Somerset Task & Finish Group

To consider the report of the Secondary Education Task and Finish Group to be presented by Cllr Peter Murphy, Chairman of Scrutiny – **SEE ATTACHED.**

The purpose of the report is to bring to the Committee's attention the results from the work undertaken by the Task and Finish Group set up to look into the matter of secondary education in West Somerset.

9. Joint Management and Shared Service Programme Update

To consider Report No. WSC 48/15 to be presented by Kim Batchelor, Corporate Transformation Manager – **SEE ATTACHED**

The purpose of this report is to provide Members with an update of the Joint Management and Shared Service Programme as detailed in the business case as approved in November 2013.

10. Minehead Rhynes Recommendation

To receive a verbal update with regard to progress concerning the formation of a wider working group of members to monitor progress of land drainage issues in West Somerset.

11. Scrutiny Committee Work Plan

To receive items and review the Scrutiny Committee WorkPlan for 2014/15 – **SEE ATTACHED.**

COUNCILLORS ARE REMINDED TO CHECK THEIR POST TRAYS

The Council's Vision:

To enable people to live, work and prosper in West Somerset

The Council's Corporate Priorities:

- Local Democracy:
Securing local democracy and accountability in West Somerset, based in West Somerset, elected by the people of West Somerset and responsible to the people of West Somerset.
- New Nuclear Development at Hinkley Point
Maximising opportunities for West Somerset communities and businesses to benefit from the development whilst protecting local communities and the environment.

SCRUTINY COMMITTEE

Minutes of the Meeting held on 12 February 2015 at 3.30 pm

Present:

Councillor P H MurphyChairman
Councillor R LillisVice Chairman

Councillor M J Chilcott
Councillor D J Sanders
Councillor B Heywood

Councillor M O Dewdney
Councillor J Freeman
Councillor K Ross

Members in Attendance:

Councillor T Taylor
Councillor D J Westcott

Councillor D Ross

Officers in Attendance:

Assistant Chief Executive and Monitoring Officer (B Lang)
Assistant Director – Operational Delivery (C Hall)
Assistant Director – Corporate Services (R Sealy)
Efficiencies and Performance Manager (K Batchelor)
IT Manager (K Penfold)
Group Manager – Housing and Environment – Sedgemoor District Council (A Gardner)
Scrutiny and Performance Officer (S Rawle)
Administrative Support (A Randell)

SC61 Apologies for Absence

Apologies were received from Councillors A H Trollope-Bellew and K H Turner.

SC62 Minutes

(Minutes of the Meeting of the Scrutiny Committee held on 15 January 2015 – circulated with the Agenda.)

Further to the request by Members of clarification of the arrangements concerning the Microsoft License, a written update had been subsequently circulated by email. The IT Manager and Assistant Director – Corporate Services were invited to the meeting to answer questions on the issue.

It was confirmed that the SW1 arrangement had no bearing to the price. This was a public sector agreement so there could be no savings in terms of economies of scale because the same pricing structure was applied to both authorities. Due to the current agreement coming to end in July 2015 the license could be renegotiated and the supplier would be under review. Open

source software would be considered but caution was given over adopting this as it could lead to additional costs if it was not compatible with existing software. Discussion had taken place with other open office providers.

RESOLVED that the Minutes of the Scrutiny Committee held on 15 January be confirmed as a correct record following agreed changes.

SC63 Declarations of Interest

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

Name	Minute No.	Description of Interest	Personal or Prejudicial or Disclosable Pecuniary	Action Taken
Cllr K J Ross	All Items	Dulverton	Personal	Spoke and voted
Cllr P H Murphy	All Items	Watchet	Personal	Spoke and voted

SC64 Notes of Key Cabinet Decisions/Action Points

(Copy of Notes of Cabinet Decisions/Action Points, circulated with the agenda.)

RESOLVED that the Key Cabinet Decisions/Action Points from the meeting held on 4 February 2015, be noted.

SC65 Cabinet Forward Plan

(Copy of the Cabinet Forward Plan published 27 January 2015, circulated with the agenda.)

The Microsoft Licensing Model was discussed. Detailed that it was Taunton Deane's license requirement apportionment. This was a public sector agreement so there could be no savings in terms of economies of scale because the same pricing structure was applied to both authorities. Due to the current agreement coming to end in July 2015 the license could be renegotiated and the supplier would be under review. Open source software would be considered but caution was given over adopting this as it could lead to additional costs if it was not compatible with existing software. Discussion had taken place with other open office providers.

RESOLVED that the Cabinet Forward Plan published on 27 January 2015, be noted.

SC66 Creation of the Somerset Building Control Partnership

(Report No WSC 24/15, circulated with the agenda.)

The purpose of the report was to seek approval:-

(1) To create a Somerset Building Control Partnership, comprising Mendip and

Sedgemoor District Councils, Taunton Deane Borough Council and West Somerset Council; and

- (2) To seek approval to transfer employees to Sedgemoor District Council under TUPE – Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended by the Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014.

During the course of discussion the following points were made:-

- A cost sharing mechanism had not been agreed between the authorities involved in the partnership.
- Consideration was given to the fee structure of the service. This had been worked out at a 'best guess' approach aimed at full cost recovery to break even.
- Reported that the service was likely to under-recover this financial year.
- The savings generated from the partnership would be aimed at the under-recovery to balance the budget.
- It was questioned if there would be a conflict of interest for officers in the service working for different authorities. If there were any issues where conflicts of interest did arise then Audit or the Monitoring Officer would be called upon.
- It was confirmed that if the partnership did not fit into the invest to save model then it would not be pursued.
- Staff would be advised by UNISON on new contracts.
- It was considered if proposals would create costs by basing staff further away. There would be hot desk facilities across all authorities but staff would be able to begin work from home working in their locality if viable to minimise travel.
- Assurance was given that this would lead to greater resilience of the service and that existing time limits would be adhered to. In addition, the partnership was likely to lead to a more predictable budget and avoidance of losses across the service. There was a possibility of wider scope to the partnership that would enable other partners to opt in if it was felt advantageous to both parties.
- It was requested that the delegated authority to determine the cost split be given to the Section 151 Officer. Members felt that agreement on the initial cost split between the four authorities needed to be agreed first before this delegation was authorized.

RESOLVED that Cabinet be recommended to recommend Full Council to approve:-

- (1) The creation of a Somerset Building Control Partnership as outlined in the Business Case, subject to the approval of the other proposed partner Councils;
- (2) The creation of a 'Joint Committee' to oversee the strategic direction, performance and budget of the partnership;
- (3) The nomination of the Portfolio Holder and Assistant Director - Operational Delivery to represent the Council on the proposed Joint Committee and

- (4) Delegating responsibility to the Section 151 Officer, the Monitoring Officer and the Assistant Director - Operational Delivery (following Councillors receiving initial sight of the cost apportionment figures before they are agreed) to finalise future legal agreements, partnership budgets and cost/income sharing arrangements, shared redundancy payments and detailed governance arrangements.

SC67 Scrutiny Committee Work Plan

(The Scrutiny Committee work plan, circulated with the agenda was considered.)

The report provided the Scrutiny Committee with the opportunity to consider the meeting timetable for 2015/2016.

Councillors were requested to consider and comment on the proposed Work Plan submitted.

During the course of the discussion the following points were raised:-

- An update on the Empty Homes Policy would be brought to the Committee in October.
- A written update was requested concerning the affordable housing provision at the Beach Hote, Minehead including how the £320,000 S106 allocation had been spent and whether the objectives of the project had been fully delivered by Bridgwater YMCA.
- It was requested that WSC Members who were representatives on outside bodies be requested to provide written reports for the annual meeting. A reminder would be sent to Members about this.
- An update concerning the CIM fund process and particularly the criteria of how applications are assessed.

RESOLVED that the Work Plan be adopted.

The meeting closed at 5.15 pm.

Weekly version of Cabinet Forward Plan published on 3 March 2015

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
FP/15/4/01 22/04/2014	1 April 2015 By Councillor K V Kravis – Lead Member Resources & Central Support	Title: Allocation of Section 106 funds held – Quarter 4 Decision: to make proposals for the allocation of monies secured through planning obligations to individual schemes, and to update members with the current funding position		No exempt / confidential information anticipated	Tim Burton, Assistant Director Planning and Environment 01823 358403
FP/15/4/02 22/04/2014	1 April 2015 By Councillor C Morgan – Lead Member for Environment – Hinkley Point	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245
FP/15/4/04 05/02/2015	1 April 2015 By Councillor K V Kravis – Lead Member Resources & Central Support	Title: Asset Transfer of Flatner Museum, Watchet Decision: to recommend to Council to approve a freehold transfer to Community Interest Company		Contains information that could release confidential information relating to the financial or business affairs of any particular person (including the authority holding that information)	Tim Child, Asset Manager 01823 356356
FP/15/4/05 05/02/2015	1 April 2015 By Councillor K M Mills – Lead Member for Regeneration and Economic Growth	Title: Transfer of Wheddon Cross Public Conveniences to the Parish Council Decision: to recommend to Council to approve the transfer		Contains information that could release confidential information relating to the financial or business affairs of any particular person (including the authority holding that information)	Adrian Priest, Principle Estates Surveyor 01823 356390

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
FP/15/4/06 05/02/2015	1 April 2015 By Councillor K M Mills – Lead Member for Regeneration and Economic Growth	Title: Grant to Exford Parish Council for future public convenience provision Decision: to recommend to Council to approve the grant to Exford Parish Council for future pc provision		Contains information that could release confidential information relating to the financial or business affairs of any particular person (including the authority holding that information)	Adrian Priest, Principle Estates Surveyor 01823 356390
FP/15/4/07 27/02/2015	1 April 2015 By Councillor K V Kravis – Lead Member Resources & Central Support	Title: Sale of Barnsclose Industrial Estate Decision: to recommend to Council to approve the sale of Barnsclose Industrial Estate		Contains information that could release confidential information relating to the financial or business affairs of any particular person (including the authority holding that information)	Adrian Priest, Principle Estates Surveyor 01823 356390
FP/15/6/01 10/02/2015	3 June 2015	Title: Cabinet Appointments on Outside Bodies Decision: to appoint representatives to serve on outside bodies for the period to the Annual Meeting in 2015 (except where specific periods are stated)		No exempt / confidential information anticipated	Bruce Lang, Assistant Chief Executive 01984 635200
FP/15/6/02 10/02/2015	3 June 2015 By Lead Member for Environment – Hinkley Point	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245
FP/15/6/03 09/01/2015	3 June 2015 By Councillor K V Kravis – Lead Member	Title: West Somerset's New Corporate Debt Policy Decision: to recommend to		No exempt / confidential information anticipated	Steve Perkins, Senior Debt Recovery Officer 01984 635247

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
	Resources & Central Support	Council to approve the new corporate debt policy			
FP/15/7/01 10/02/2015	1 July 2015 By Lead Member Resources & Central Support	Title: Allocation of Section 106 funds held – Quarter 1 Decision: to make proposals for the allocation of monies secured through planning obligations to individual schemes, and to update members with the current funding position.		No exempt / confidential information anticipated	Tim Burton Assistant Director Planning and Environment 01823 358403
FP/15/7/02 10/02/2015	1 July 2015 By Leader of Council and	Title: Corporate Performance Report 2014-15 Quarter 4 Decision: to provide Members with an update on progress in delivering corporate priorities and performance of council services		No exempt / confidential information anticipated	Paul Harding, Corporate Strategy and Performance Manager 01823 356309
FP/15/7/03 10/02/2015	1 July 2015 By Lead Member Resources & Central Support	Title: Budget Monitoring Report Quarter 4 Decision: to provide Members with details of the Council's expected financial outturn position in 2014/15 for both revenue and capital budgets, together with information relating to predicted end of year reserve balances		No exempt / confidential information anticipated	Paul Fitzgerald, Assistant Director Resources 01823 358680
FP/15/7/04 10/02/2015	1 July 2015 By Lead Member	Title: Review of Financial Regulations [FR2]		No exempt / confidential information anticipated	Paul Fitzgerald, Assistant Director Resources 01823 358680

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
	Resources & Central Support	Decision: to offer comment on the Financial Regulations.			
FP/15/7/05 10/02/2015	1 July 2015 By Lead Member Resources & Central Support	Title: Medium Term Financial Plan Update Decision: to present the updated Medium Term Financial Plan.		No exempt / confidential information anticipated	Shirlene Adam, Section 151 Officer 01984 635259
FP/15/7/06 10/02/2015	1 July 2015 By Lead Member for Environment – Hinkley Point	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245
FP/15 7/07 03/03/2015	1 July 2015 By Lead Member Resources & Central Support	Title: Community Asset Transfer Policy Decision: to approve the Community Asset Transfer Policy		No exempt / confidential information anticipated	Tim Child, Asset Manager 07760260465
FP/15/8/01 10/02/2015	5 August 2015 By Lead Member for Environment – Hinkley Point	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245
FP/15/9/01 10/02/2015	2 September 2015 By Leader of Council	Title: Corporate Performance Report 2015-16 Quarter 1 Decision: to provide Members with an update on progress in delivering corporate priorities and performance of council services		No exempt / confidential information anticipated	Paul Harding, Corporate Strategy and Performance Manager 01823 356309

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
FP/15/9/02 10/02/2015	2 September 2015 By Lead Member Resources & Central Support	Title: Budget Monitoring Report Quarter 1 Decision: to provide Members with details of the Council's expected financial outturn position in 2014/15 for both revenue and capital budgets, together with information relating to predicted end of year reserve balances		No exempt / confidential information anticipated	Paul Fitzgerald, Assistant Director Resources 01823 358680
FP/15/9/03 10/02/2015	2 September 2015 By Lead Member for Environment – Hinkley Point	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245
FP/15/10/01 10/02/2015	7 October 2015 By Lead Member Resources & Central Support	Title: Allocation of Section 106 funds held – Quarter 2 Decision: to make proposals for the allocation of monies secured through planning obligations to individual schemes, and to update members with the current funding position.		No exempt / confidential information anticipated	Tim Burton Assistant Director Planning and Environment 01823 358403
FP/15/10/02 10/02/2015	7 October 2015 By Lead Member for Environment – Hinkley Point	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245
FP/15/11/01 10/02/2015	4 November 2015 By Lead Member for Environment – Hinkley	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
	Point				
FP/15/12/01 10/02/2015	2 December 2015 By Leader of Council	Title: Corporate Performance Report 2015-16 Quarter 2 Decision: to provide Members with an update on progress in delivering corporate priorities and performance of council services		No exempt / confidential information anticipated	Paul Harding, Corporate Strategy and Performance Manager 01823 356309
FP/15/12/02 10/02/2015	2 December 2015 By Lead Member Resources & Central Support	Title: Budget Monitoring Report Quarter 2 Decision: to provide Members with details of the Council's expected financial outturn position in 2014/15 for both revenue and capital budgets, together with information relating to predicted end of year reserve balances		No exempt / confidential information anticipated	Paul Fitzgerald, Assistant Director Resources 01823 358680
FP/15/12/03 10/02/2015	2 December 2015 By Lead Member for Environment – Hinkley Point	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245
FP/16/1/01 10/02/2015	6 January 2016 By Lead Member Resources & Central Support	Title: Allocation of Section 106 funds held – Quarter 3 Decision: to make proposals for the allocation of monies secured through planning obligations to individual schemes, and to update members with the current		No exempt / confidential information anticipated	Tim Burton Assistant Director Planning and Environment 01823 358403

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
		funding position			
FP/16/1/02 10/02/2015	6 January 2016 By Lead Member Resources & Central Support	Title: Draft Capital Programme 2015-16 and Capital Strategy Decision: to present the draft Capital Programme 2015/16 and draft Capital Strategy for recommendation to Council.		No exempt / confidential information anticipated	Paul Fitzgerald, Assistant Director Resources 01823 358680
FP/16/1/03 10/02/2015	6 January 2016 By Lead Member for Environment – Hinkley Point	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245
FP/16/2/01 10/02/2015	3 February 2016 By Lead Member Resources & Central Support	Title: Annual Budget & Council Tax Setting 2016-17 Decision: to provide Members with all the information required for Council to approve the revenue budget and capital programme for 2016/17 for recommendation to Council.		No exempt / confidential information anticipated	Paul Fitzgerald, Assistant Director Resources 01823 358680
FP/16/2/02 10/02/2015	3 February 2016 By Leader of Council	Title: Draft Corporate Plan for 2016-17 Decision: to introduce the draft West Somerset Council Corporate Plan 2016/17 for recommendation to Council.		No exempt / confidential information anticipated	Paul Harding, Corporate Strategy and Performance Manager 01823 356309
FP/16/2/03	3 February 2016	Title: Fees and Charges		No exempt / confidential information anticipated	Paul Fitzgerald, Assistant Director Resources

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
10/02/2015	By Lead Member Resources & Central Support	Decision: to propose levels of fees and charges for the period 1 April 2016 to 31 March 2017 (in some cases fee increases will be implemented earlier, this will be stated in the relevant sections of the report).			01823 358680
FP/16/2/04 10/02/2015	3 February 2016 By Lead Member for Environment – Hinkley Point	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245
FP/16/3/01 10/02/2015	2 March 2016 By Leader of Council	Title: Corporate Performance Report 2015-16 Quarter 3 Decision: to provide Members with an update on progress in delivering corporate priorities and performance of council services		No exempt / confidential information anticipated	Paul Harding, Corporate Strategy and Performance Manager 01823 356309
FP/16/3/02 10/02/2015	2 March 2016 By Lead Member Resources & Central Support	Title: Budget Monitoring Report Quarter 3 Decision: to provide Members with details of the Council's expected financial outturn position in 2014/15 for both revenue and capital budgets, together with information relating to predicted end of year reserve balances		No exempt / confidential information anticipated	Paul Fitzgerald, Assistant Director Resources 01823 358680
FP/16/3/03 10/02/2015	2 March 2016 By Lead Member for	Title: Hinkley Point Decision: to consider key issues		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
	Environment – Hinkley Point	relating to Hinkley Point			01984 635245
FP/16/4/01 10/02/2015	6 April 2016 By Lead Member Resources & Central Support	Title: Allocation of Section 106 funds held – Quarter 4 Decision: to make proposals for the allocation of monies secured through planning obligations to individual schemes, and to update members with the current funding position.		No exempt / confidential information anticipated	Tim Burton Assistant Director Planning and Environment 01823 358403
FP/16/4/02 10/02/2015	6 April 2016 By Lead Member for Environment – Hinkley Point	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245

Note (1) – Items in bold type are regular cyclical items.

Note (2) – All Consultation Implications are referred to in individual reports.

The Cabinet comprises the following: Councillors T Taylor, K V Kravis, K M Mills, C Morgan S J Pugsley, A H Trollope-Bellew, K H Turner and D J Westcott.

The Scrutiny Committee comprises: Councillors P H Murphy, R Lillis, M J Chilcott, M O A Dewdney, G S Dowding, J Freeman, P N Grierson, B Heywood and K J Ross.

ITEM 8**SCRUTINY TASK AND FINISH GROUP REPORT
REVIEW OF SECONDARY EDUCATION IN WEST SOMERSET****Introduction**

This report sets out the findings of the Task and Finish Group (TFG) established by the Scrutiny Committee to look into the matter of secondary education in West Somerset.

The provision of education as such is not part of West Somerset Council's remit; nevertheless, the Council is aware that this particular issue is of significant interest to local communities involved and by taking an interest the Council is fulfilling its role of championing and enabling people, local organisations and communities in West Somerset to achieve the Council's vision of enabling people to live work and prosper in West Somerset.

With the Local Government Act 2000, all local authorities (Including District Councils) gained new statutory powers in respect of their community leadership role in promoting and improving the economic well-being, social well-being and environmental well-being of their area. Scrutiny Committees have carried out work in monitoring education but, as far as we are aware, this is generally undertaken by top tier authorities with only a very few district councils carrying out any form of education scrutiny.

The report will outline the background to this topic, the investigation carried out before drawing conclusions.

Background

At the Scrutiny Committee meeting of the 7th August 2014 the matter of education issues in West Somerset was agreed as a topic for review. The Scrutiny Committee had already made a decision to specifically review the process carried out regarding the Dulverton Middle School age range consultation.

Following the announcement of the 2014 GCSE results at West Somerset College (WSCol), Scrutiny Members took the view that the scope of the task and finish group should be widened to look in greater depth at the education system in West Somerset and the reasons behind the decline in GCSE attainment levels.

Members were aware of the levels of concern amongst parents and the local community and at the Scrutiny Committee held on the 11th September, 2014 a member of the public raised concerns regarding the matter and requested that the Scrutiny Committee engage with the College on behalf of parents and local people.

Just 36% of students had achieved five A* to C grades including English and Maths (DfE). Following an appeals process this rose to 42%.

Concerns from parents over the poor results led to a high profile campaign and the launch of an online petition calling for changes in the College's leadership team.

Ofsted carried out a no-notice inspection on 1/2 October that was triggered by 11 complaints. The College was rated as inadequate and was required to be placed into special measures.

The proposal to change the age range at All Saints First and Dulverton Middle schools and subsequent consultations was initiated in May 2013 by the governing body of the Exmoor Federation as a result of national funding changes and the ability to maintain standards.

In light of developments in the Exmoor Federation, West Somerset College consulted on the lowering of its age range to 11 and Minehead Middle proposed but did not consult to raise its age range to 16. Both these proposals have not been pursued at this present time.

With the changes to the formula providing scarcity funding in March 2014, and Ofsted rating Exford First and Dulverton Middle as 'Good' in July 2013, the Governors of the Exmoor Federation, at their meeting on 11 June 2014, voted not to support the proposal.

The proposal to change the age range at All Saints and Dulverton Middle and the subsequent lengthy consultation process has resulted in a great deal of uncertainty within the Southern Exmoor community as to the long term sustainability of Dulverton Middle School. This has been further compounded by the decision to extend the Kingsmead Academy catchment to include the Dulverton area and the consultation by SCC which has just concluded concerning the provision of free school transport to Kingsmead for children in the Dulverton area.

Membership of the Scrutiny Task and Finish Group

Councillor Peter Murphy (Chairman), Councillor Richard Lillis (Vice-Chairman), Councillor J Freeman, Councillor Keith Ross.

Councillor Stuart Dowding (Chairman of Council) received a standing invitation to attend meetings of the Task and Finish Group.

The Task and Finish Group was supported by Sam Rawle, Scrutiny and Performance Officer.

Terms of Reference and Objective of the Review

As with all Scrutiny reviews the work of the Task and Finish Group needed to maintain a strong focus on some key points. Members agreed that this review should focus on the following points:-

- Seek clarity and understand the current academy status, how it works, and how children benefit;

- Consider current attainment levels and compare results league tables;
- Understand what proposals are being considered to address the low attainment levels
- Understand the education governance structure and system for holding decision makers to account
- Understand the current catchment area and consider any barriers this has to the education system in West Somerset
- Consider the process followed with regard to the proposal to change the age ranges of the West Somerset College and Exmoor Federation of Schools and consider how this impacted on the rural communities of West Somerset.
- Consider and understand the funding issues facing education providers in West Somerset.-

Members met officers of Somerset County Council and discussed a range of pre submitted questions to gain an insight into the role of the Education Authority in the current pattern of schools in West Somerset. In our meeting with SCC, examples were given as to how scrutiny of education has been carried out.

They also met the Chair and Secretary to the governors at West Somerset College to discuss a range of pre submitted questions and the response of the college to the situation they found themselves in. In our meeting with West Somerset College, suggestions were made as to how Councillors could support the school directly.

Current national context and role of the Local Authority

Historically, the administration for local education services has been the responsibility of top tier local authorities (Counties and Unitaries).

There are about 25,000 schools in England of which the majority are currently maintained schools – they are maintained and funded nationally through the local authority.

Since 2010, the number of schools converting to academies has gathered pace. As at January 2015 there are 4,404 academies in England. (Department for Education website)

The increasing conversion of maintained schools to academies, however, means that the relationship between local government and schools is set to change. The local authority is still responsible for the three key roles of ensuring a sufficient supply of school places, protecting and supporting vulnerable children and tackling underperformance in schools and ensuring high standards.

Central Governments education policy is to:-

'To create a more autonomous and diverse school system that offers parents' choice and concentrates on improving standards'.

Academies are funded and accountable to the Secretary of State for Education, **not** local authorities.

The local authority retains a statutory duty to monitor the performance of all schools and to intervene in underperforming maintained schools when necessary.

It is not able to intervene directly in academies where there are concerns about performance.

This has in recent years been done by the Secretary of State for Education, through the Open Academies Division of the Department for Education. However the Department for Education has created a new position of Regional School Commissioners (RSCs) who will have oversight of 8 English education regions. Announced in December 2013, RSCs have the remit of monitoring performance and prescribing intervention to secure improvement in underperforming academies in their region. The RSC does not have a role in relation to maintained schools.

With the increase of academy schools in the last 5 years, the funding to local authorities for school improvement services has reduced substantially. This follows with the current education policy that academies will work collaboratively and learn from each other to raise standards.

As more schools have converted to academies, funds which were administered centrally by the LA (Local Authority) are transferred to local level. There is a loss of economies of scale which the LA provided and the ability of the LA to carry out its remaining statutory duties is reduced. As an example, there were formerly 9 School Improvement Officers in post to support schools, now there are 3. (As a comparison, there are 11 officers in post in Devon CC) where there are few academies.

SCC working with schools has set up Somerset Challenge which brings all schools together to encourage them to offer mutual support and challenge to raise attainment countywide. Somerset Challenge is a school-led initiative, supported through the Somerset Learning Platform and RM Collaborate.

How have we addressed the objectives that were set?

How does the Academy system work

Academies are independent, state-funded schools, which receive their funding directly from central government, rather than through a local authority.

They have more freedom and flexibility than other state schools over their finances, curriculum, length of terms and school days and do not need to follow national pay and conditions for teachers.

They have responsibility for all capital assets (land buildings etc) and their management.

They are subject to Ofsted inspections as other schools are and their public exams will continue to be published.

Academies were originally introduced in 2000 by the last Labour government as a way to drive up standards in struggling schools. The policy objectives of the programme were to:-

- To drive up standards by raising achievement across the local area;
- To increase choice and diversity by creating a new type of local school that provides a good standard of education.

In 2010, the Coalition Government made the decision to significantly expand the academies scheme and all schools in the country – primary as well as secondary - were invited to apply for academy status.

All maintained schools (primary, secondary and special schools) that are performing well can submit an application to convert to an Academy. Additionally, any school can apply with other schools as part of a formal partnership, providing at least one is performing well, to join an existing academy trust with a proven track record of school improvement.

When a school becomes an academy the academy trust becomes its own admissions authority. This means that it manages its own admissions process and must ensure that its admission arrangements comply with the School Admissions Code.

There are currently between 20% and 25% of Somerset Schools that have academy status, a majority of secondary schools and a small, but increasing, proportion of primary schools.

Consider current attainment levels and compare results league tables

For the purposes of this review the task and finish group focused on two data sets, key stage 2 and key stage 4.

Key Stage 2

Key Stage 2 is the term used for the four years of schooling normally known as Year 3, Year 4, Year 5 and Year 6, when pupils are aged between 7 and 11.

At the end of Key Stage 2 teacher assessments and a series of tests are carried out to ascertain the level of achievement that a pupil has reached. Most children are expected to achieve level 4 at the end of KS2 and this is seen as a good indicator of a pupil's chances of success at secondary school.

Table 1 below shows the percentage of pupils at Key Stage 2 achieving level 4 or above in English and Mathematics for the period 2012 – 2014 for the three middle schools in West Somerset.

Table 1

Key Stage 2	2012 Level 4+ in reading, writing and maths	2013 Level 4+ in reading, writing and maths	2014 Level 4+ in reading, writing and maths
England/National Average – All Schools	75%	75%	79%
Somerset Average	74%	75%	78%
School Name			
Minehead Middle	64%	60%	73%
Variance between school result and Somerset average	-10%	-15%	-5%
Dulverton Middle	70%	67%	70%
Variance between school result and Somerset average	-4%	-8%	-8%
Danesfield Middle	59%	66%	66%
Variance between school result and Somerset average	-15%	-9%	-12%

(Figures from Department for Education website – 10 Dec 2014)

Key Stage 4

At the end of this stage, pupils in Year 11 (aged 16) are normally entered for GCSE examinations.

One of the most significant indicators to measure attainment at key stage 4 is 'Percentage of students achieving 5A*-C GCSEs including English and mathematics.

Table 2 below shows the percentage of pupils achieving measures 5+A*-C grade GCSE including English and mathematics for the period 2012-2014.

Table 2

Key Stage 4	2012	2013	2014
	Percentage achieving 5+ A*- C GCSE's including English and Maths GCSEs		
England/National Average	59.4%	59.2%	53.8%
Somerset Average	56.5%	58%	53.8%
West Somerset College	49%	48%	38%

(Figures from Department for Education website – 10 Dec 2014)

Plans and Proposals to improve current attainment levels

From discussions with the College, Members heard that following the GCSE results a 'Raising the Standards' improvement plan had been developed with support from Somerset Challenge and the Regional Schools Commissioner. Since then and in response to the Ofsted Section 5 inspection an Action Plan has been developed which addresses the 5 key priority areas identified as being in need of improvement.

The College may receive up to five monitoring inspections over the next two years to see how the College is progressing. At the first monitoring inspection the lead HMI expressed concern at the pace of implementing the Action Plan.

Support has been brokered on behalf of the College by the Regional Schools Commissioner and Somerset Challenge. The College has engaged with the Somerset Challenge programme which is a school led collaborative partnership, with the aim of raising standards of achievement across Somerset schools.

The College has joined PiXL – a collaboration of schools across the country which support each other by making available to each other outstanding subject leaders. The College is working with Heathfield School to improve mathematics and The Blue School to improve English.

Sir David Carter the Regional Schools Commissioner for the South West is continuing to seek a sponsor for the West Somerset College. A sponsor has to be an outstanding institution that is usually similar in terms of leadership and make up. It has proved difficult to find a sponsor due, in part, to the accessibility of Minehead to suitable nearby schools.

Understand the governance structure and system for holding decision makers to account

The principles of governance are the same at an academy as at a maintained school. The difference is that all academies are charitable companies and as such have a trust body. The trust body is the over-arching accountable body. It appoints a number of governors from the community. Parent and staff governors are elected.

The Governing Body is responsible for establishing the academy trust and entering in to a funding agreement with the Department for Education for the running of the academy. Its key responsibilities are to:

- Ensure the quality of education provision
- Challenge and monitor the performance of the academy
- Manage the academy trust's finances and property
- Employ staff

As part of the investigation members wanted to clarify the role and influence that Somerset County Council had with West Somerset College particularly as now the school had been put into special measures.

During discussions with County officers members heard that Somerset County Council as the local education authority still retained a statutory responsibility to monitor the performance of all schools, including academies. However, this power did not go as far as direct intervention in terms of academies. Academies are answerable directly to the Department for Education with regards to standards and performance.

Central Government has created a new post of a Regional Schools Commissioner, whose role is to monitor the performance of all academies, take action when an academy is underperforming and support academies on their improvement journeys.

Somerset County Council still has a responsibility to ensure that all children receive a high quality education, regardless of whether they attend a maintained school or an academy. All primary and secondary schools whose results place them below the national floor standard for that age group will be contacted by the County Council and challenged on the low examination results and to ensure that the schools are taking steps to improve performance. The County Council will also raise concerns

directly with the Regional Schools Commissioner if they have concerns over performance and standards.

Consider Catchment Areas in West Somerset & the Barriers this has to Education

The diagram in appendix 1 shows the current structure of education in West Somerset. There is a three tier system of First (5 – 8 years old Triangle), Middle (9 – 13 years old rectangle) and Upper school (13 – 19 years old circle). Most schools are in a hard Federation (where schools are formally grouped together and accountable as a group to one head and one governing body) and most feed into West Somerset College (WSCol). (the main exception to this pattern is Crowcombe and Stogumber Federation which is a Primary (5-11 years old diamond)Federation which feeds into Kingsmead in Wiveliscombe, a secondary 11 – 16 years old school)

There is also the Exmoor Coast Federation (peach) where the headteachers work together but are responsible to their individual governing bodies. Academies are shown in Purple, hard Federation in red; and Blue are local Authority schools with one Head and one governing body.

The diagram in appendix 2 shows the primary and secondary education division in the West Somerset three tier system.

Students transfer from Middle to WSCol one year before the end of Key Stage 2. WSCol has KS2 data supplied by an external organization during the Autumn term after the students have transferred to the College together with teacher assessment supplied at the time of transfer to help inform them of students' achievement.

(Tables 1 & 2 show KS2 attainment data from the Department for Education website. This shows a range of attainment between the middle schools and across subjects.) When students arrive at WSCol, they sit a Foundation diagnostic paper in core subjects (English, mathematics & science) which provides benchmark data for progress monitoring, across the three middle schools target setting and grade prediction up to GCSE and beyond. WSCol makes use of Fischer Family Trust diagnostic data which governors use to monitor performance against targets.

From September 2015 Kingsmead Academy has made the decision to expand its catchment area to include Dulverton. Kingsmead will be increasing the number of places available in Year 7 (age 11) by 30 places and priority for admission will be granted to the new catchment children. Parents who wish to change to a secondary education at 11 will now be able to express an interest and move their children from middle school at age 11 to begin their secondary education at 11 effectively leaving the three tier system behind.

Consider the **process** followed with regard to the proposal to change the age ranges of the West Somerset College and Exmoor Federation of schools and consider how this has impacted on the rural communities of West Somerset.

West Somerset College consulted on the lowering of its age range to 11 to offer an opportunity to Dulverton pupils to continue to receive secondary education within West Somerset's 3 tier system. This was a response to the funding of Dulverton middle school (for a discussion of rural funding, see later). This triggered a proposal which was not consulted on by Minehead MS to raise its age range to 16 to provide an alternative for pupils transferring to West Somerset College. Both proposals have subsequently been placed in abeyance.

There was a Local Authority proposal to change the age range at All Saints and Dulverton Middle schools to change them into primary schools. This was in response to the funding changes and the drop in standards. Consultations, were initiated in May 2013 by the Governing Body of the Exmoor Federation.

With the changes to the formula providing sparsity funding in March 2014, and Ofsted rating Exford First and Dulverton Middle as 'Good' in July 2013, the Governors of the Exmoor Federation, at their meeting on 11 June 2014, voted not to support the proposal.

During the autumn of 2013 the Authority held informal consultation to understand the issues and options.

A period of statutory consultation on changing the age range was undertaken between January and May 2014. During the autumn term 2013, meetings had been held for the heads of the West Somerset schools, local parish councillors, the parents and communities of Dulverton and Exford, the Dulverton school council and the local clergy to explore possible options.

In February 2014 a consultation document was sent to all parents and was made available to the community. An online questionnaire was produced. During the consultation period two public meetings were held, one organised by Somerset County Council and one by Dulverton Town Council. Drop-in sessions were held in Dulverton and Exford.

Following a Governing Body meeting to discuss the results of the consultation, an additional consultation was undertaken directly with parents of children at the three schools in the Federation. Of the 96 responses to the consultation only 18 came from people who identified themselves as parents of children at the Exmoor Federation schools. The local authority and governors felt that they were under-represented in the initial consultation.

The local authority sent out 185 letters to the parents of the Exmoor Federation and received 61 responses from pupils families.

The Task & Finish Group (TFG) consider that the consultation failed to engage with parents and the wider community to produce a result that could be relied on with confidence to show community and parental support for change or strong support for the current arrangements.

SCC decided not to change the age range in the Exmoor Federation schools as a result of the consultation and lack of governor support for change.

Subsequently, in late 2014, with a closing date of 16 January 2015, SCC carried out a consultation to see if there was support for offering free school transport for Exmoor Federation parents to Kingmead School. At the meeting with the TFG, officers said they did not intend to hold meetings in the schools as part of the consultation, as they had written to all families whose children attended the federation, local schools, and put an article in the West Somerset Press.

TFG do not know the result of this consultation although SCC have confirmed that 57 families and 7 schools have responded to the consultation

There are now discussion between the Exmoor Federation and Minehead Middle School to bring them together into a Multi Academy Trust. There is an ambition that this could potentially bring ten schools together under one leadership team but would require seven sets of governing bodies to agree it.

Consider and understand the funding issues facing education providers in West Somerset

Members key concern is that the current education funding formula puts schools in sparsely populated rural areas at a real disadvantage and jeopardises their long term viability.

If rural schools were to close the impact on the Exmoor rural communities would be enormous with outward migration of families affecting the economic viability and exacerbating a demographic imbalance within the community.

Pupil numbers in West Somerset have shown a steady decline over the last 10 years. Between 2001 and 2011 the number of 0-19 year olds in West Somerset have reduced by 15%.

Somerset County Council has traditionally supported small rural schools by providing a large lump sum regardless of the number of pupils.

The 2011 Education Act changed education funding, based more on pupil numbers and aligned with national curriculum key stages. These reforms mean that middle school key stage 2 pupils are no longer funded as secondary pupils but as primary pupils. This meant that our middle schools suffered a cut to their funding for the oldest two years of pupils.

In 2014/15, the Department for Education introduced an additional factor for sparsity. Its purpose was to enable funding to be targeted at 'necessary' small rural schools to ensure their viability.

This meant that Somerset County Council was able to take up the option to provide additional funding for Exford First School and Dulverton Middle School and it did so which restored some funding to middle schools.

It was to address this funding situation that WSCol and Kingmead looked to their admission arrangements to provide an alternative to the continuation of the middle school providing lower secondary education in Dulverton.

The Rural Services Network through their Rural Fair Share Campaign has called on the in-coming government to protect rural schools from closure. The campaign calls for – ‘the scarcity factor introduced to the education funding formula in 2014/15 to take some account of the rural cost premium should be continued, with local authorities having discretion how that funding is best used locally’.

The Rural Services Manifesto – www.rsonline.org.uk/fairerfunding

The TFG consider that our rural schools have suffered from governments operating an education model which is essentially designed for urban areas where most of the UK population live.

Conclusions

There are concerns over the level of student achievement at all levels of the education system in West Somerset.

The TFG is concerned that the policies of governments have led to a fragmented system of education governance that is continually in flux as more schools change to academies. This has been partly addressed by government through the creation of Regional School Commissioners but LAs remain with powers over some schools yet a role to monitor all schools but little power to change for the better when concerns arise. The TFG recognise that LAs provide a measure of democratic accountability whereas a structure that runs through the DOE does not.

TFG recognises that the LA has a limited influence over DFE academies but has responded by the creation of Somerset Challenge and by alerting schools if the LA has concerns over their performance and offering support.

TFG recognises that schools need to work together to provide as seamless as possible transfer between schools in different tiers of education rather than competing for pupils to increase their own funding.

Recommendations

- 1. The TFG recommends that support is given to any initiatives which have the raising of attainment as their goal. In particular, the TFG support the ambition to form a Multi Academy Trust in West Somerset.. West Somerset College be supported in its efforts to carry out its Action Plan, in particular supporting the retention of a wide range of post 16 education in West Somerset so that young people are not compelled to travel great distances to improve their skill levels.**
- 2. The TFG recommends that national government and the LGA is lobbied to address the effectiveness of the governance structure of academy**

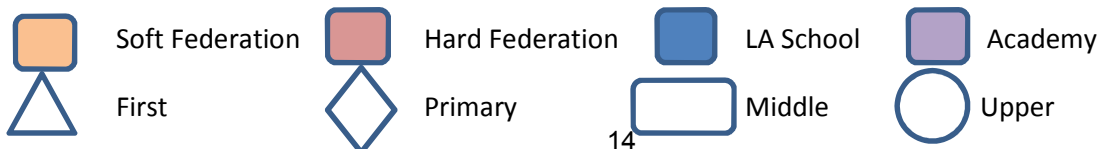
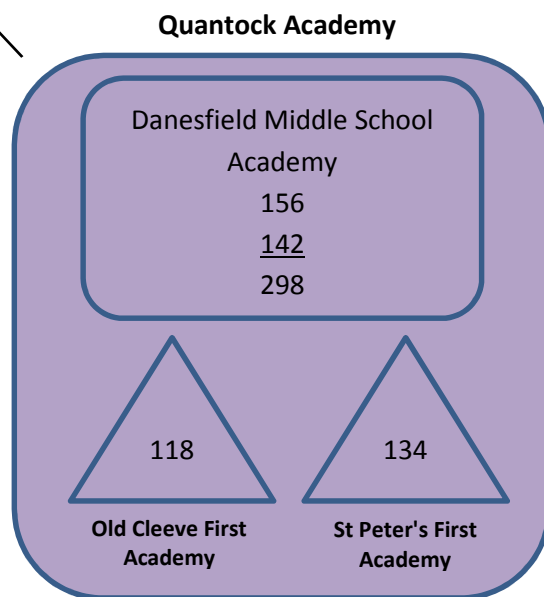
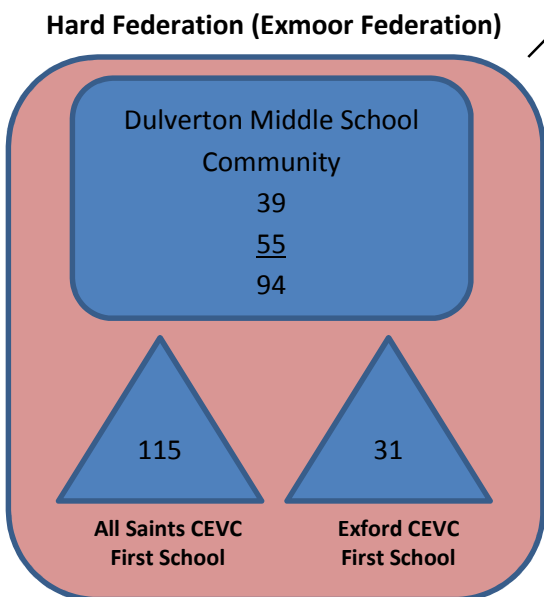
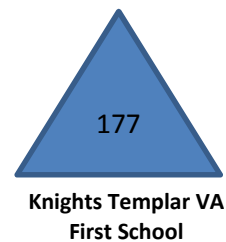
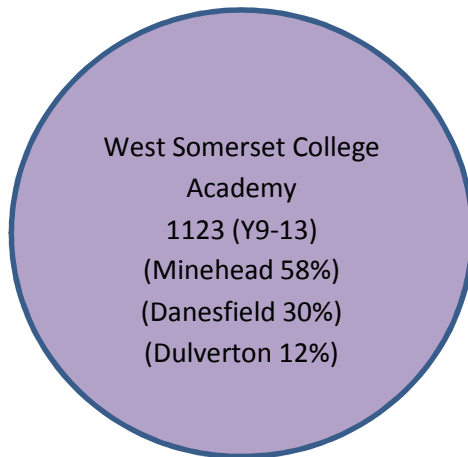
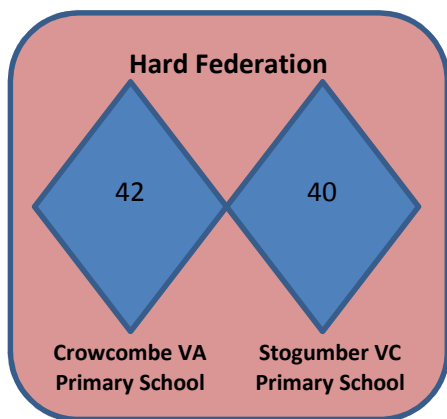
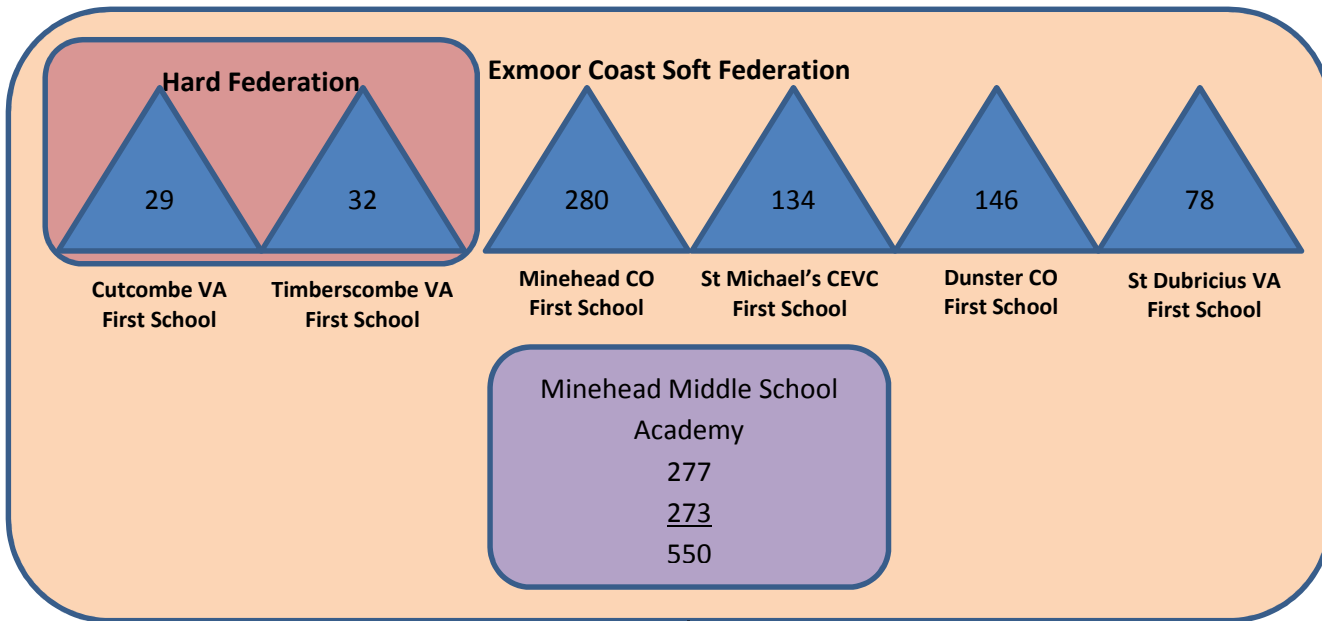
schools and to clarify the role and responsibility of the LA in relation to the challenging of underperforming academies.

- 3. The TFG recommends that West Somerset College be asked to inform Councillors how they can engage with the school directly and invite them to do so.**

- 4. The TFG recommends that they continue to monitor developments in the education system in West Somerset as it continues to evolve with a view to inviting providers to engage with the Council as circumstances permit.**

- 5. The TFG recommends that they explore the potential for joint scrutiny work between the District and County Council concerning educational matters in West Somerset.**

11 West Somerset School Organisation



APPENDIX 2**Description of secondary education system in West Somerset**

The main provider of Secondary education in West Somerset is West Somerset College (WSCC). It is a self governing Academy school. It draws students from three feeder Middle Schools, Minehead MS, Dulverton MS and Danesfield School. These are 9 -13 schools. All three are part of a federation of schools. Two are Academies and one is an LEA school.

The Middle Schools cover the top two years of the Primary phase of education culmination in KS2 testing and the lower two years of the Secondary phase after which students transfer to the 13 - 19 College half way through KS3.

Minehead Middle school is an Academy and is the largest feeder MS. It draws students from six LEA First Schools with students aged 5 - 9. Each school has its own governing body and head teacher but they are grouped together as the Exmoor Coast federation. MMS had 273 students in the Secondary phase of education as of October 2014.

Danesfield School is an Academy and is the second largest feeder MS. It draws students from three First Schools with students aged 5 - 9. Old Cleeve and St Peters FS are part of the Quantock Academy sharing one governing body and head teacher with Danes field. The other feeder FS is Knights Templar School which is an LEA school not part of the federation. Danesfield School had 156 students in the Secondary phase of education as of October 2014.

Dulverton Middle School is an LEA school and the smallest feeder MS. It draws students from two LEA First Schools with students aged 5 - 9. They are grouped together as the Exmoor Federation and share one governing body and head teacher. DMS had 39 students in the Secondary phase of education as of October 2014.

Crowcombe and Stogumber Primary schools are federated LEA schools covering the Primary age range from 5 - 11. Students from here usually transfer for their Secondary education to Kingsmead School, a 11- 16 Academy school in Wiveliscombe rather than WSCC. 16 - 19 education can be with a range of post 16 education providers.

Key to diagram

Green = Primary phase of education
Orange = Secondary phase of education

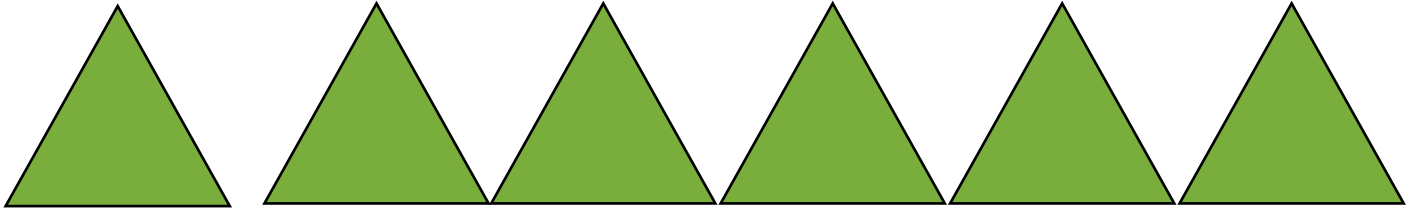
Green triangle = First School 5 - 9
Inverted green triangle = Primary School 5- 11

Green and orange rectangles = Middle School 9 - 13

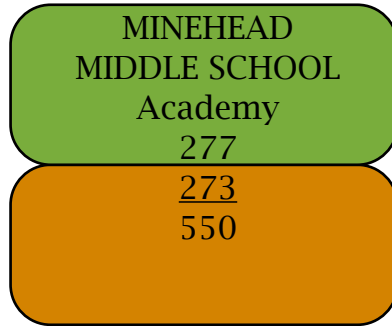
Orange circle = Secondary School 13 - 19

Figures on school symbols are student numbers on role as of October 2014

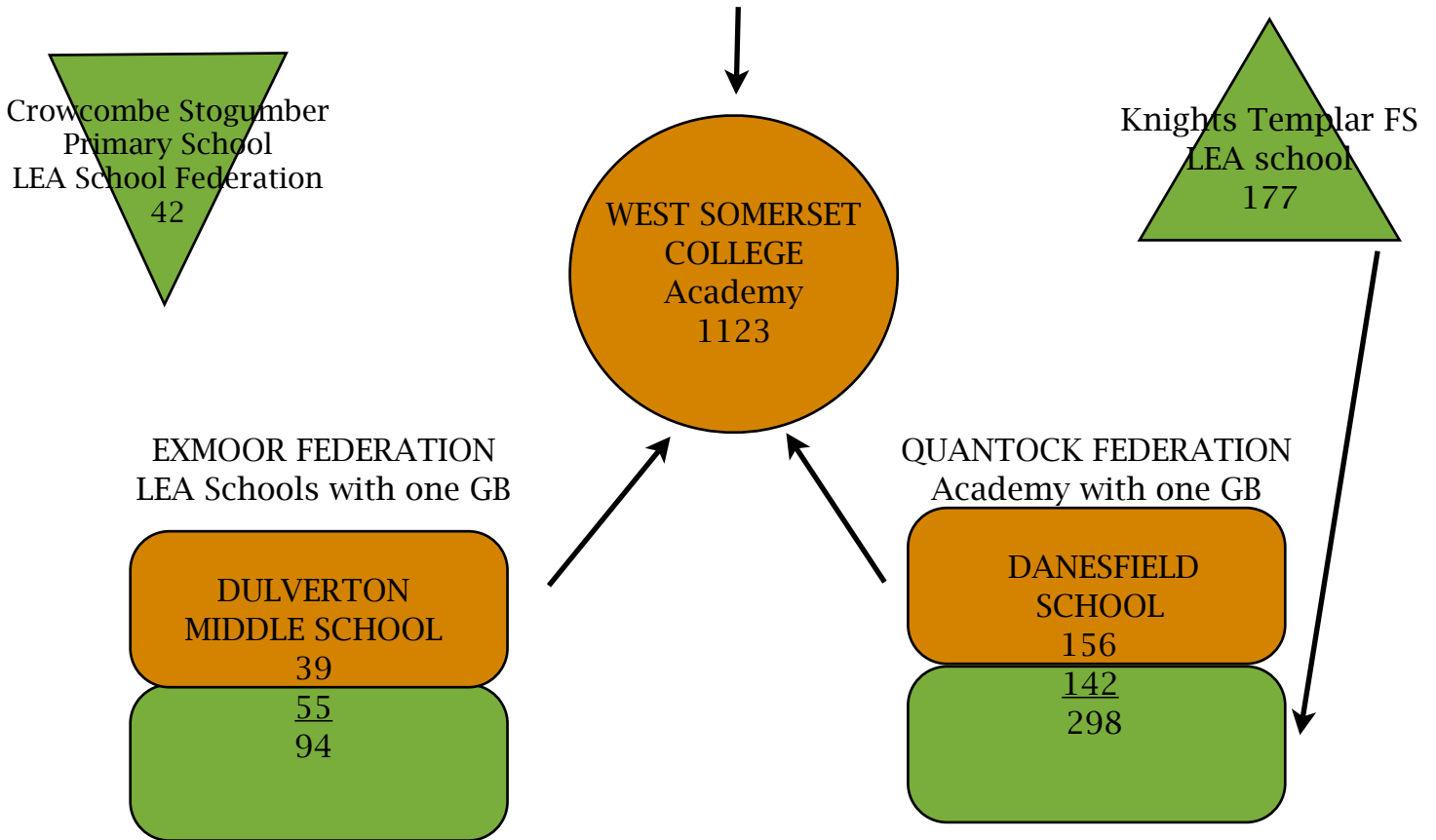
EDUCATION IN WEST SOMERSET



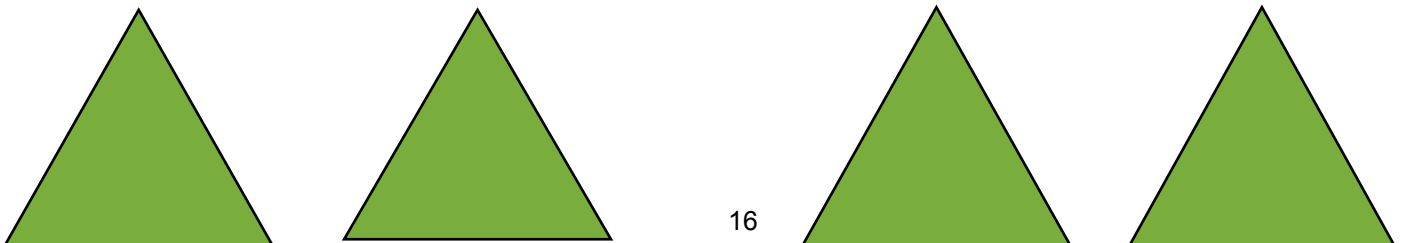
Cutcombe FS Minehead FS Dunster FS St Michaels FS Timberscombe FS St Dubricius FS



EXMOOR COAST FEDERATION
LEA Schools with individual GBs (MMS = academy)



All Saints FS Exford FS Old Cleeve FS St Peters FS



Report Number: WSC 48/15
Presented by: Shirlene Adam
Author of the Report: Director – Operations & Deputy CEO/S151 Officer
Contact Details:
Tel. No. Direct Line 01823-356310
Email: s.adam@tauntondeane.gov.uk

Report to a Meeting of: Scrutiny Committee
To be Held on: 14 March 2015
Date Entered on Executive Forward Plan
Or Agreement for Urgency Granted:

JOINT MANAGEMENT AND SHARED SERVICES – CLOSE DOWN REPORT

1. PURPOSE OF REPORT

- 1.1 This report formally shares with those charged with project governance, the final position on the implementation of the Business Case for JMASS. It outlines what has been achieved, how this compares to Business Case requirement, shares any lessons learned, shares a “position statement” on some live issues and any remaining project risks, and offers some suggestions on the next stages of the programme of transformation.
- 1.2 The JMASS Joint Project Board and JPAG (Joint Partnership Advisory Group) have considered and approved the close down report and are now making it available to Scrutiny Committees and all Councillors in both councils.

2. CONTRIBUTION TO CORPORATE PRIORITIES

- 2.1 The Joint Management and Shared Services project is a key component of the Council’s corporate priority of Local Democracy and its associated Objective 1 – *Local democracy and accountability remains within West Somerset by establishing a resilient operating model that is financially sustainable and delivers effective, efficient services.*

3. RECOMMENDATIONS

Members of the Scrutiny Committee are requested to note the position statement of the JMASS project.

4. **RISK ASSESSMENT (IF APPLICABLE)**

Risk Matrix

Description	Likelihood	Impact	Overall
Progress against Business Case cannot be evidenced. No mechanism for capturing costs and savings attributable to the project.	3	4	12
<i>Cost and savings monitoring mechanism in place. Performance measures and baselines confirmed.</i>	2	4	8
Business Case/Forecast savings not delivered	3	4	12
<i>JPAG in place to oversee safe delivery of the business case.</i>	2	4	8

The scoring of the risks identified in the above table has been based on the scoring matrix. Each risk has been assessed and scored both before the mitigation measures have been actioned and after they have.

5. **BACKGROUND INFORMATION**

- 5.1 In November 2013 both Taunton Deane Borough Council and West Somerset Council approved the adoption and implementation of the Business Case for Joint Management and Shared Services (JMASS). The Business case talked about the JMASS ambitions being progressed in a couple of phases.
- 5.2 The initial phase, of delivering “ONE team” of Officers to support both democratic bodies, was set out in detail in the business case. It proposed, that by joining up management and service delivery both Councils could benefit from financial savings (£1.8m ongoing across both Councils), increased service resilience, more effective, efficient and affordable service delivery and thus helping to deliver a sustainable financial future for both democratically independent organisations.
- 5.3 The second phase, described as “transformation” set out the potential for further financial savings to be delivered to both Councils. The detailed business case was not developed for this phase, as although confidence levels were and are still high on the potential to deliver savings, the unknown was the appetite for change in either Council. In order to help shape this phase a series of Member Briefings has been held over the last 9 months, where Leaders from other Councils have shared their stories of transformation. This has been useful and our Councils now need to be clear on their own ambitions for change.
- 5.4 This closedown report focuses on the initial phase and reports on our achievements against the agreed Business Plan outcomes.

6 **Business Case Outcomes – Financials**

- 6.1 As one of the key expected outcomes was financial savings - it is important that we are clear on what has actually been achieved. The Business Case set a target of delivering ongoing savings for both Councils of £1.8m by 2015/16. This was key to both Councils medium term financial plans. The ambition was, by reducing our

staffing structures (to remove duplication of resource), that both Councils could better protect front-line service delivery to the communities they serve.

6.2 Earlier reports to JPAG and Scrutiny have shared progress against the financial savings targets. The table below summarises the final position:-

Table 1: FINANCIAL SAVINGS SUMMARY

	ORIGINAL BUSINESS CASE (£'000)			ACTUAL (£'000)			VARIANCE (£'000)
	TDBC	WSC	TOTAL	TDBC	WSC	TOTAL	Over / (Underachievement)
Staff Savings	1,182	207	1,389	1,114	225	1,339	(50)
Non-Staff Savings	400	100	500	356	107	463	(37)
TOTAL	1,582	307	1,889	1,470	332	1,802	(87)

6.3 The key messages from this are:-

- We have delivered a structure that provides ongoing revenue savings of £1.802m per annum (£1.470m for TDBC and £0.332m for WSC).
- We have out-delivered on the original savings target for West Somerset Council by £25k
- We are short of the original savings target for Taunton Deane Council by £112k.
- The overall shortfall against original Business Case Targets is £87k (4.6%).

6.4 As advised previously, during the implementation of the business case there was a need to adjust the target savings. Some services where no efficiencies could be gained through partnership working (eg Deane Helpline, Cemetery and Crematorium, DLO Administration, ICT and Customer Services) were included in the original savings targets and clearly should not have been. Taking these into account would have reduced the overall savings target by over £0.5m. We therefore had to work harder than expected to find savings during the development of the business plan. In this context, delivering actual savings of £1.802m (albeit slightly short of original target) is a massive achievement.

6.6 Alongside these financial headlines, it is important to look at the timing of the delivery of savings. The Business Case assumption was that these savings would be delivered from 2015/16 onwards. We are pleased to report that we have delivered ahead of schedule and both Councils will benefit from savings of £255k during 2014/15 (£140k for TDBC and £115k for WSC). This over-achievement will be used to mitigate the shortfall for 2015/16 for TDBC, leaving £143k to fund other ambitions (£28k for TDBC and £115k for WSC).

6.7 More detail on the staff savings is included as Appendix A

- 6.8 The Business Case also set out some estimates on the one-off costs of achieving these savings (termination costs plus project costs) and also set out an indicative spending plan for some basic IT investment to support the changes ahead.
- 6.9 Costs are now known for the complete structure (except for Legal Services, Building Control, and one area within Operational Delivery which has been delayed until Dec 15 - where “average” estimates have been used).
- 6.10 The table below summarises the spending position on these costs:-

Table 2: GENERAL FUND ONE-OFF COSTS SUMMARY

	BUSINESS CASE (£'000) (funding available)			ACTUAL (£'000)			VARIANCE (£'000)
	TDBC	WSC	TOTAL	TDBC	WSC	TOTAL	Over / (Underspend)
TCA Govt Grant	600	150	750				
Funding From Councils	2,104	790	2,894				
Termination Costs				1,079	341	1,420	
IT Costs				31	15	46	
Project Costs				167	72	239	
TOTAL	2,704	940	3,644	1,277	428	1,705	(1,939)

6.11 The key messages from this are:-

- Post Business Case approval the Councils were successful in receiving £750k of Government TCA Funding to support the delivery of the business case ambitions. This has been added to the funding set-aside by the Councils in November 2013.
- Staff termination costs are £1,420k against estimated full year staff savings for both General Funds of £1,339k (see table 1). The overall pay-back period is therefore 1.06 years (1.52 years for WSC; 0.97 years for TDBC General Fund) which is well within acceptable pay back periods.
- Staff termination costs are £148k above original estimates – as predicted during the project update reports shared last year.
- More detail on the termination costs associated with the structure proposals are shown as Appendix B
- ICT costs are significantly under budget – which is to be expected in this early part of our programme of change. The investment has been focussed on ensuring the basic technology is in place to support joint working. The larger investment on systems integration and enabling technology for new ways of working needs to be made in the next phase of transformation. This ensures our limited funds will be invested in areas regarded as priorities and we invest

in solutions that support the kind of organisation we want to be. More detail on the ICT spending to date and the current plans for improvements are set out in section 5 below. JPB and JPAG are currently looking at system integration for some service areas and these will be taking into consideration regarding ICT spend as part of this process.

- Project delivery costs are slightly underspent. The spending in this area has been made up of Project team costs, HR support and assurance reviews as expected in the Business Case. The underspend in this area will be needed to resource the forthcoming Review of Terms & Conditions.

6.12 The remaining budgets from this initial phase of the project totalling £2,082k (£1,939k as shown in table 2 above plus £143k of savings delivered in 14/15) will be carried forward to support the next phase of transformation.

7. Business Case Outcomes – HR Summary

7.1 The Business Case did not, quite rightly, have specific HR targets. It is important however that we reflect on the changes to our organisational numbers through this process.

7.2 We approached the structural changes in phases, to ensure we managed both the level of change within the organisation, and the HR process safely. At each phase, the proposals for change were issued for formal consultation with the Project Board, JPAG, JUB and the individual affected. When appropriate – the proposals were updated to reflect feedback received.

7.3 The following table shows the key data from each phase:-

Table 3: HR DATA

	Tiers 1-5	Tier 6 etc
No. of staff affected	106	468
No. of staff placed “at risk”	64	45
No. of staff requesting redundancy	27	10
No. of redundancies	23	4
No of Compulsory Redundancies	2	0
No. of staff slotted in / appointed to roles	81	*230

* excludes traded and direct services plus other areas such as Business Development.

7.4 The “quick wins” identified in the Business Case (Building Control and Legal Services) were excluded from the restructure proposals and dealt with separately. They are not included in the above data table – but for completeness we currently have 11 staff in Building Control and 6 staff in Legal Services. An update on the “quick wins” is provided in section 7.3.

7.5 Staff absence levels remain at previous levels which is commendable during such a significant period and change and uncertainty affecting all staff.

8. Business Case Outcomes - ICT Position Statement

8.1 Information on the spending to date is set out in section 3.9 and 3.10 above. Key projects completed or underway are summarised below:-

- Dedicated communication line installed to link Deane House and West Somerset House as the foundation for linking MS Outlook, networks, systems etc.
- TDBC and WSC's MS Outlook environments were linked together to enable all staff (whether originating from TDBC or WSC to access contact details and view calendars
- The individual building security/access control systems were upgraded/to enable a single ID card to provide access to both Deane House and West Somerset House for all staff and members. This is being implemented across the organisation.
- Wi-Fi coverage is now available throughout Deane House and West Somerset House enabling wireless access for staff, members and visitors
- A 'thin client' implementation recently completed, enables users to access systems and network drives across both the TDBC and WSC networks.
- A single shared Intranet is currently being tested and customised and will provides a single repository/information store that can be accessed by all staff and members. This is important to provide consistent and accessible information (eg. policies, corporate information, newsletter) to all staff and avoid the necessity to duplicate information on separate networks

8.2 Total ICT capital spend to date is £45.48k with £30.74k charged to TDBC and £14.74k charged to WSC. The associated revenue budget associated with these projects are included in current budgets and as part of the budget setting process for 2015/16.

8.3 Learning from other Councils that have undertaken transformation, it is clear that investment in ICT is fundamental as the enabler for new ways of working, delivering customer centric services and services that are provided to customers in a way most convenient to their needs and expectations.

8.4 As both Councils become clear about what transformation means for them, and the expected outcomes for their communities and organisations, the ICT programme will be developed and refined to deliver the capability required to support it.

9. Business Case Outcomes – Service Performance

- 9.1 One of the parameters we were tasked with working within, was that our structural changes should not negatively impact on the service provided to the community. The performance monitoring reports shared during 2014/15 – a period of significant change as the new structures were introduced – shows a positive position with no real downward trends in service performance. Some further detail on this, including some information on customer satisfaction is set out in Appendix C
- 9.2 As you would expect in organisations undertaking such major organisation wide structural change, there does need to be a period of “settling down” before we can confirm with confidence that we have “got it right” in each service area.
- 9.3 There are areas of pressure that we need to watch carefully and review if necessary to ensure we have the resource levels appropriate to the functions carried out. We recognise that, in these early days of our new arrangements that our staff are working extremely hard to keep service delivery on track. It will take a bit of time to streamline and align processes and procedures (let alone technology systems) and we need to take care of our people during this challenging time. We commit to do this over the coming weeks.
- 9.4 Additionally, there are some areas where we may wish to check – for the organisation’s benefit as well as the individuals – that the roles people are in are suitable and expected outcomes can be delivered. We will need to work closely with our HR team and JUB to ensure this is done in a supportive and positive manner.

10 Business Case Outcomes - Timescales

- 10.1 The JMASS business case set a challenging timescale for implementation of the ONE Team (in place to deliver savings for the financial year 2015/16). We are on-track to have a one team structure in place by March 2015.
- 10.2 All milestones for the two-way partnership were met and in some cases exceeded i.e.
- Joint Chief executive in post by October 2013
 - Joint electoral services to meet the challenge of the European 2013 elections in May 2014.
- 10.3 Delivery of services covering wider partnership (beyond the 2 Councils) have not yet been met but are now progressing well. Despite the delays in delivering these wider partnerships, the savings required from these services will still be delivered by 1 April 2015.
- The business case for a Legal shared services partnership (between TDBC, WSC and Mendip DC) received approval from all partners and is now on scheduled to be in place by 1 April 2015.
 - A detailed business case for the Building Control shared services partnership (between TDBC, WSC, Mendip DC and Sedgemoor DC) is being presented to all partner organisations for consideration during February - March 2015. The

partnership is scheduled to be in place for 1 July 2015. In the interim, TDBC and WSC are implementing a revised management structure that will deliver savings from 1 April 2015.

- 10.4 The next key phase of work is to progress the fundamental review of Terms & Conditions. The Business Case proposed this was carried out in tandem with the structural redesign. In early 2014, we flagged to JPB and JPAG our concerns on the practicality of doing this – and recommended this review was delayed until the end of the structural phase of the project.
- 10.5 This work will now start and is expected to take around 9 months to complete.

11 Closedown of Project Risk Register

- 11.1 The JMASS risk register has been monitored by JPB and JPAG throughout the delivery of the business case and updated at key stages of the programme.
- 11.2 On closure of the project, the risk register has been reviewed by the project team, JPB and JPAG. The status of the risk and details of how outstanding risks will be managed following closedown has been considered. Many will transfer to “business as usual” and be managed within services as part of their service risk registers.
- 11.3 Any risks still relevant will be carried forward into a new risk register as the transition to the next phase (transformation) commences. For clarity, the key risks for JPB and JPAG to manage now are:-
- Uncertainty for staff – In the interim, this risk still needs to be monitored as staff settle into their new roles.
 - Capacity - In the interim, this risk still needs to be monitored as staff settle into their new roles. As mentioned in section 6 above, there are areas of pressure that we need to watch carefully and review if necessary to ensure we have the resource levels appropriate to the functions carried out.
 - Members not equipped to operate in a shared management and services environment – this risk will need to be monitored over the election period.
 - Failure to embed a flexible/’can do’ culture – It is early days for the newly established single officer structure and this is an ongoing risk during times of change. This is an area we need to invest in over the coming months.
 - Service transformation delayed – this is an ongoing risk
 - Loss of Knowledge/key personnel – this risk still needs to be monitored as staff settle into their new roles. Going forward, service specific registers will also reflect this risk as an on-going ‘business as usual’ issue.

12 Project Lessons Learned

- 12.1 It is good practice to ensure any lessons emerging from projects are captured and shared for wider organisational learning. It is equally useful to capture what worked as well as what could have been done differently.

12.2 Key staff and members were asked for their observations and feedback throughout the JMASS project – including the Joint Management Team, Tier 4 managers and the JMASS project team and Members of JPAG. Wider staff engagement and member engagement is also in place and will continue over the coming months as the arrangements “settle down”.

123 The team will continue to update the Lessons Learned log and ensure the learning captured is shared appropriately. A summary of the key points emerging from this review is as follows.

12.4 Firstly, the issues flagged as being of particular value were:-

- Staff and members valued the openness and consistency of approach regarding the processes and changes being undertaken
- All recognised the need for good governance arrangements and welcomed the discipline of reporting regularly to JPB and JPAG and the challenge offered by those groups.
- The importance of having dedicated project resource in place to deliver the Business Case (ie additional HR resource).
- Investing time to build and maintain good relations with the unions is important
- The importance of communication. Using a variety of methods throughout the period of change, (especially at key stages of the process). This was valued by staff.
- External challenge (assurance review) was valuable and provided confidence in the proposals.

12.5 The issues flagged that are particularly useful for “learning” are:-

- The need to maintain communications throughout and provide more information at key stages. Don’t feel you are communicating too much!
- Prioritise ICT requirements, manage expectations and communicate clearly and frequently what will be available and by when.
- Remember to treat people as individuals, important to remember when delivering a “process” at pace.
- Recognise the resource and time it takes from staff, managers, the project team and members to deliver change effectively.

12.6 As a result of the lessons learned to-date we are:

- Reviewing our communications plans, and our resources for internal communications.
- Investing and prioritising in staff engagement. This is crucial to the ongoing success of the ONE team.
- Reviewing and adjusting our Care and Support Plan for staff to ensure it is fit for purpose for the transition phase.
- In particular we are working with staff and members to identify the best ways to keep them up-to-date regarding current ICT capability (and any current limitations), what is planned and when it will be available.
- Reviewing the governance arrangements to ensure it remains fit for purpose going forward

13 Project Management Arrangements

13.1 Project governance arrangements were set out at the beginning and have remained largely unchanged throughout the implementation of the Business Case. The project has been led by the Director of Operations, and has been supported by the following key staff, who should be recognised for their achievements. Without the efforts and enthusiasm of this team, the results could not have been delivered.

Kim Bachelor	Transformation Programme Manager
Paul Harding	Project Lead
Martin Griffin	HR Lead
Laura Holland	HR Officer
Gail Cresswell	HR Support
Fiona Kirkham & Karen Penfold	IT Lead
Emily Collacott	Finance Lead
Debbie Rundle	Communications
Jo Comer	Admin Support

13.2 I also feel it is appropriate to recognise the key leadership roles played by the Leaders of the Councils, and the Members on Joint Partnership Advisory Board. The level of input, challenge, and support has been significant and been key to the positive results achieved.

13.3 The Joint UNISON Board have played an invaluable role throughout this project – from the development of the business case and all through the implementation. This has ensured the processes followed have been robust, and that the voice of the Union has been heard and is hard wired into our project governance. A big thank you to all those individuals involved.

13.4 The support and input from both the LGA and Local Partnerships should also be noted – both have been invaluable and helped us achieve the excellent outcomes shared earlier in this report.

13.5 The formal meetings of JPB and JPAG have been in place throughout the project period. JPB and JPAG have received highlight reports to track progress against the project plan and its various workstreams. They have also received proposed tier 4/5 and tier 6 structure reports and updates on financial savings and costs throughout the programme.

13.6 In addition, Scrutiny Committees at both WSC and TDBC have requested and received update reports at key stages:

- April 2014, WSC Scrutiny Committees received a report on ICT progress
- September 2014, WSC Scrutiny Committee received an interim JMASS update
- November 2014, TDBC Corporate Scrutiny Committee received an interim JMASS update

13.7 To conclude the close-down of this phase of JMASS this report has been presented to JPB, and JPAG. A report will then be circulated to all members for information and presented to WSC Scrutiny Committee and for information

13.8 JPAG, at their meeting of 3 March 2015 :-

- Noted the outcomes from the implementation of the JMASS Business Case.
- Formally recorded their thanks to project team members, the Leaders of the Councils, Member of JPAG, and Members of JUB for the successful delivery of this key strategic project for the Councils.
- Supported the request to formally close-down this project note the project closedown arrangements that are in hand.
- Supported the direction of travel outlined in section 13 (next steps) and the move to a transition phase of the project pending the transformation vision being crystallised.

14 Close-down Actions

14.1 There are some specific actions for the project team to progress as part of project closedown. The key tasks include:

- Ensuring contact information is updated and shared with key partners and stakeholders (eg - structure charts and contact details etc).
- Disbanding/decommissioning of the project support team eg. HR support and admin support.
- Update, finalise and archive programme information and documentation
- Ensure risks are transferred to business as usual or captured for transformation phase.
- Identify any outstanding actions, detail how they will be delivered and monitored going forward.
- Communicating and celebrating our success – internally and externally. and prioritise engagement with staff,
- Ensure handover to Assistant Directors of activities/responsibilities to business as usual operations. Eg. One Team newsletter

14.2 The Transformation Programme Manager will lead on these tasks and ensure JPAG are kept up to date with progress during this transition phase.

15 Project Conclusions

15.1 The business case identified a number of outcomes and measures of success that covers the key areas of cost, performance and customer satisfaction. A summary of the delivery against their measures has been included as Appendix D

15.2 I am pleased to report we have delivered ongoing savings of £1.8m per annum across both Councils. This has been essential in delivering balanced budgets for both Councils for 2015/16. An officer structure is now in place that supports and delivers services to both independent Councils, offering increased resilience and capacity to face the challenges ahead.

- 15.3 Having met the costs of implementation we are able to carry forward the remaining budget of £1.939 to support the Councils in the next phase – transformation.
- 15.4 The HR process followed has ensured that staff were fully engaged and consulted on the changes and has delivered a good result for the Councils, with only 2 compulsory redundancies in the entire process.
- 15.5 Maintaining service performance and customer satisfaction during the implementation of the JMASS programme was important. Service performance has been maintained throughout the councils and this has been achieved through the commitment of managers and staff to continue to deliver quality services to their customers.
- 15.6 The Customer satisfaction survey undertaken at WSC during 2014 returned the highest satisfaction levels since beginning the survey in 2011. TDBC have completed an overall satisfaction survey for the first time in 2014 and have now established a baseline for comparison in future years.
- 15.7 Increased resilience was another key driver for the JMASS programme. Services are becoming more resilient as service teams are coming together through exchange of skills and knowledge and review of their processes and systems.
- 15.8 Fundamental to the success of the business case, JMASS has delivered a single staffing structure that supports two separate, democratically independent Councils with separately elected members who continue to deliver local democracy for their areas
- 15.9 The arrangements in place to safely close-down this phase of the programme are sound. I am satisfied that the close-down actions are clearly identified and responsibilities have been actioned, and that project risks will be dealt with effectively.

16 Next Steps

- 16.1 The next few months will in reality be a “transition” phase – between JMASS structural change and transformation. A period where we will progress the review of Terms & Conditions, continue to work with Members on their vision for the future, and prioritise engagement with staff, and simply aim to “consolidate” across our organisations post structural change.
- 16.2 The key task for Members is to now work to clarify their transformation vision. This hugely important piece of work will progress over the coming months and will need to conclude in the summer if transformation plans are to progress in a timely manner and help produce financial savings for future years.
- 16.3 A paper setting out some very early thinking on “transformation” will be shared at the next meeting of JPAG for discussion. This will aim to pull together the key messages we have picked up from the various site visits, and Member Briefings that have taken place over the last period.

17 FINANCIAL/RESOURCE IMPLICATIONS

17.1 The financial details are included in the report above

18. COMMENTS ON BEHALF OF SECTION 151 OFFICER

18.1 The report sets out the progress being made towards the financial targets set in the Business Case. Delivery of these targets is essential to the financial health of West Somerset Council. The key challenge now is to progress the planning for transformation with a view to delivering further significant and ongoing savings for the Council.

19 EQUALITY & DIVERSITY IMPLICATIONS

19.1 **Members need to demonstrate that they have consciously thought about the three aims of the Public Sector Equality Duty as part of the decision making process.**

The three aims the authority **must** have due regard for:

- Eliminate discrimination, harassment, victimisation
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

19.2 Equality impact assessment have been completed at each stage and included with all structure proposals reports for consideration.

19.3 Following completion of the staffing restructure by 31 Mar 2015, a staff survey is planned during 2015 and workforce profile will be drafted to report the gender profile, age profile, religion, sexual orientation and disability as a comparison against the previous

20 CRIME AND DISORDER IMPLICATIONS

20.1 Any implications will be considered as appropriate

21 CONSULTATION IMPLICATIONS

21.1 Staff consultation is undertaken as part of the HR process during the restructure.

22. ASSET MANAGEMENT IMPLICATIONS

22.1 Any implications will be considered as appropriate

23 ENVIRONMENTAL IMPACT IMPLICATIONS

24.1 Any implications will be considered as appropriate

24 LEGAL IMPLICATIONS

24.1 Any implications will be considered as appropriate

Staff Savings Position										APPENDIX A		
	TARGET SAVINGS			SAVINGS FROM PROPOSALS					WSC Over/(Under) Target	TDBC Over/(Under) Target	TOTAL Over/(Under) Target	
	WSC	TDBC	TOTAL	WSC	TDBC	TOTAL	TDBC (HRA)	GRAND TOTAL				
	£k	£k	£k	£k	£k	£k	£k	£k				
Tiers 1-3: JMT	(25)	252	227	(11)	278	267	(77)	190	14	26	40	
Tiers 4-6:												
Assistant CEO	19	42	61	11	26	37	2	39	(8)	(16)	(24)	
Housing & Community Development	22	75	97	29	63	92	60	152	7	(12)	(5)	
Property & Development	16	35	51	5	(10)	(5)	(4)	(9)	(11)	(45)	(56)	
Housing & Communities - Business Support Team	0	13	13	(3)	54	51	(52)	(1)	(3)	41	38	
Planning & Environment	36	115	151	54	104	158	0	158	18	(11)	7	
Business Development	0	0	0	(2)	4	2	0	2	(2)	4	2	
Growth & Development - Business Support Team	6	50	56	(15)	76	61	0	61	(21)	26	5	
Corporate Services	30	100	130	24	123	147	12	159	(6)	23	17	
Resources	79	232	311	79	232	311	(4)	307	0	0	0	
Operational Delivery	39	155	194	31	109	140	(2)	138	(8)	(46)	(54)	
Housing Partnership	6	15	21	11	29	40	(3)	37	5	14	19	
Building Control - subject to consultation	8	11	19	7	8	15	0	15	(1)	(3)	(4)	
Legal Services - subject to Full Council Approval	4	27	31	5	18	23	2	25	1	(9)	(8)	
Total Tiers 4-6	265	870	1,135	236	836	1,072	11	1,083	(29)	(34)	(63)	
All Tiers Total	240	1,122	1,362	225	1,114	1,339	(66)	1,273	(15)	(8)	(23)	
Business Case Assumptions	207	1,182	1,389	207	1,182	1,389	0	1,389			0	
Variance Over/(Under) the Business Case	33	(60)	(27)	18	(68)	(50)	(66)	(116)			(50)	

Termination Costs					Appendix B
	WSC	TDBC	GF Total	TDBC(HRA)	TOTAL
	£k	£k	£k	£k	£k
Tier 1-3	133	248	381	39	420
Tier 4-6:					
Assistant Chief Exec	7	28	35	0	35
Corporate Services	9	36	45	20	65
Housing & Communities	21	83	104	218	322
Property & Development	20	78	98	22	120
Planning & Environment	61	246	307	0	307
Resources	44	175	219	4	223
Operational Delivery (inc Building Control est)	46	185	231	0	231
Tier 4-6 Total	208	831	1,039	264	1,303
Overall Estimated Total	341	1,079	1,420	303	1,723
Business Case Estimate (inc Chief Exec)	339	934	1,273	387	1,659
Variance Over/(Under) the Business Case	2	146	148	(84)	64
Payback period (years)	1.52	0.97	1.06		

Service Performance

Performance of JMASS against the business plan is reported as part of both Council's performance management framework and is reported quarterly to JMT, Scrutiny Committee and the Executive / Cabinet at both Councils.

In Q1 and Q2 for TDBC and WSC there were no 'red' measures, where performance is significantly off track as a consequence of JMASS.

For Q3 there are a total of nine measures which are being reported as being red (significantly off track/ won't meet the target at the end of Q4). Two of these measures relate to TDBC and seven to WSC. Of these, six relate to affordable housing projects at WSC where the delay is outside of the control of WSC officers and had no connection with JMASS. Another red indicator relates to TDBC complaint handling times. This has been an ongoing issue which predates JMASS. A further measure relates to the take-up of low cost home improvement loans via the Somerset West Private Sector Partnership for WSC, again there has not been caused as a direct or indirect consequence of JMASS, this is more down to being a demand lead activity.

The final red measure in Q3 relates to processing times for licensing applications for TDBC. These are currently running at 80% being processed within 14 days against a target of 95%. A backlog had built up in Q1 and Q2. This can partly be attributed to JMASS but specifically the manager organising the service so that licensing applications for both Councils were processed by the licencing team rather than being supplemented, as had been the case, by environmental health officers. Additional training & reallocation of officers was implemented to facilitate faster processing of applications and enquiry resolution. These measures have facilitated the determination of the majority of backlogged applications so that the figures for Q4 are anticipated to improve. However the combined drop through Q2 & Q3 means the annual target will not be achieved.

Customer satisfaction surveys

Customer satisfaction surveys have been undertaken at both WSC and TDBC and the outcome of the most recent survey (compiled at 30th June 2014) was provided within the Q1 performance report recently reported. WSC results show an increase in customer satisfaction from previous years, 81.5% were satisfied with the way that WSC runs things and 89.2% agreed that WSC provided value for money.

TDBC have conducted an overall customer satisfaction survey for the first time in 2014 and therefore have now established a baseline for comparison in future years. That was an online only survey.

Both WSC and TDBC will be undertaking a customer satisfaction survey during 2015. Paper surveys will be issued with Council tax bills in March 2015 for both Councils. Online surveys will also be available for both WSC and TDBC residents and will be promoted on the paper survey forms included with the Council tax bill. Results from the survey will not be published until after the election. Publication is likely to be around end of June 2015 and will be included as part of the usual Q1 performance reporting cycle.

Health and wellbeing of staff

A key area for monitoring during these times of change and uncertainty is the health and wellbeing of staff.

For 2014/15 the first quarter absence rates were 1.64 days (projected as 6.58 days per annum) for Taunton Deane Borough Council employees and 2.76 days per FTE (projected as 11.04 days per annum per FTE) for West Somerset Council employees. West Somerset Council's absence rate was influenced by the low headcount and a small number of employees on long-term absence. These employees have in the main, either returned to work or left employment.

Following the TUPE transfer of West Somerset Council employees on 1 August to Taunton Deane Borough Council, absence data is now be provided on the basis of the one workforce and reported in the quarterly performance management reports.

At the end of the second quarter the average number of working days lost to sickness absence was 3.77 per FTE (projected as 7.55 days per annum per FTE).

At the end of the third quarter the average number of working days lost to sickness absence was 5.71 days per FTE (projected 7.6 days per annum per FTE)

This compares to the target set for the year of 8.2 days or lower per FTE (which was the actual level of sickness within TDBC for 2013/14).

Short term absence - 51%

Long term absence - 49%

(long term absence is defined as a continuous period of 28 calendar days or more)

Extract from Nov 2013 Business Case - Outcomes and Measures			
Customer satisfaction:			
1	Overall customer satisfaction is at least maintained.	<p>Monitoring the overall customer satisfaction is vital, especially when services are undertaking transformation. To ensure an effective baseline, a customer satisfaction survey will be undertaken at the time of annual Council Tax billing in Feb / Mar 2014 and annually thereafter.</p> <p>Current service specific customer satisfaction surveys will continue and will also be a valuable baseline and measure going forward.</p>	<p>Customer satisfaction surveys undertaken at WSC and TDBC during March-June 2014</p> <p>WSC customer satisfaction results summary: 81.5% are satisfied with the way that WSC run things 89.2% agree that the council provide value for money. Both of these measures are the highest they have been in 4 years, since beginning the survey in 2011.</p> <p>TDBC have completed an overall customer satisfaction survey for the first time in 2014 and therefore have now established a baseline for comparison in future years.</p> <p>During 2015 Customer satisfaction surveys will be undertaken by both WSC & TDBC. Surveys will be sent out with the Council Tax bills in March. Results will be reported via the quarterly performance reports presented to Scrutiny, Executive/Cabinet & Council.</p>
Cost:			
1	Sustainable senior management structure in place that reduces the General Fund management overhead for both councils and can drive forward service integration and transformation.	Appointment of Senior Managers (top 3 tiers) has been completed by 1 Jan 2014	Oct 2013 - Joint Chief Executive in post Dec 2013 - Directors in post (tier 2) Jan 2014 - Assistant Director Structure in place (tier 3) (excluding 2- Resources AD in post Feb '14 and AD-Property & Development in post May '14)
		The 2014/15 overhead (General Fund) for the top 3 tiers of management will have reduced by approx £227k compared to 2013/14.	<p>Staff Savings: Forecasted savings are £1,339m</p> <p>Non-Staff savings: Forecasted savings are £463k</p> <p>Overall (staff and non-staff) forecast savings achieved were £1,802m £1,470m for TDBC and £332k for WSC.</p> <p>Overall, the savings delivered were short of the business case target by £87k (4.6%). WSC had been over-achieved by £25k and a shortfall of £112k for TDBC.</p> <p>Some staff savings have been delivered earlier than forecast in the Business Case therefore an additional one-off saving of</p>
2	Single workforce in place reducing the General Fund pay overhead.	Staff costs for the remainder of the organisation (e.g. excluding senior management – 3 tiers) will, in 2014/2015 be approx £1.162m	

		lower than the 2013/14 base.	£255k has been delivered. This will be used to mitigate the TDBC shortfall for 2015/16 leaving £143k to fund other ambitions.
3	Further significant savings made from non-pay budgets.	From 2015/16 a potential further £500k will have been saved from non-pay budgets, by comparison to 2013/14, as a result of service efficiencies made/new ways of working.	
Performance:			
1	Service quality improved or maintained during a period of financial restraint	Service Performance is (at least) maintained at 2012/13 figures during 2013-15 by reference to data collected from Central Government returns. Service-specific customer satisfaction for both Councils is maintained at 2013/14 levels during 2014-16	<p>In Quarter 1 and 2 for TDBC there are no 'red' measures, where performance is significantly off track as a consequence of JMASS.</p> <p>In Quarter 1 and 2 for WSC there is only one measure which was reported with a 'red' status where a dip in performance was believed to be attributable to the temporary loss of specialist staff as a result of the staff reorganisation. The area planning manager post has now been filled.</p> <p>The performance report for Quarter 3 (Dec-Mar 2015) are currently progressing through JMT, Scrutiny and Executive/Cabinet for comment.</p> <p>Both Council's service performance will continue to be monitored as part of the performance management framework with quarterly reports being presented to Scrutiny and Executive/Cabinet</p>
2	Greater consistency and 'joined-up' service delivery across the 2 areas (and increased as roll-out develops)	Single service teams operating across both authorities by 1 April 2015 lead by a joint manager. Consistency of application form designs and aligned processes in place by 1 April 2015.	<p>The JMASS programme remains on track to deliver a joint management structure and a single staffing structure delivering services for TDBC and WSC by March 2015</p> <p>As wider partnership teams, the Private Sector Housing team will be in place 1 March, Legal Shared Services in place 1 April and the Building Control partnership in place 1 July 2015 (subject to member approval)</p> <p>Joint Management Team in Place (tiers 1-3)</p>

			<p>Senior Management Team in place (tier 4 managers) Joint Staff forums held, service team meetings held, One Team newsletter established promoting the One Team culture.</p> <p>The majority of work within service teams to align processes will commence post 1 April '15</p>
3	Services important to our local communities, are providing value for money.	SPARSE/CIPFA benchmarking information	Benchmarking of services will be undertaken as part of the transformation phase.

Work Programme – Selection of Items – Progress and Update

Suggested Topic & Issue	Suggested way forward
Community Asset Transfer Policy	Request from officers that this item is scheduled for June meeting.
CIM Fund Process	Scrutiny Officer to take this forward with Andrew Goodchild. Also possibility of piece of joint work with Sedgemoor District Council.
Beach Hotel Affordable Housing	Written update to be circulated asap.

SCRUTINY COMMITTEE – WORKPLAN 2014/15

2015 12 March	16 April	May (provisional, date not yet set)	June	July	August	September	October	November	December
Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points
Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan
GP Out of Hours – Presentation from Somerset CCG & Northern Doctors Urgent Care			Corporate Performance 2014/15 – Annual Report	Discretionary Grant SLAs			Empty Homes Update	Corporate Performance (6 month review) April-Sept 15/16	
JMASS Update – Post Tier 6			Financial Outturn 2014/15					Financial Monitoring (6 month review) April-Sept 15/16	
Secondary Education in West Somerset – Report of the Task & Finish Group			Community Asset Transfer Policy						
Rhynes Recommendation – Update									
Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review

Note: Members of the Scrutiny Committee and all other Members of West Somerset Council are invited to contribute items for inclusion in the work programme. Please contact Sam Rawle, Scrutiny Officer, who will assist you in submitting your item.