

To:

Members of Scrutiny Committee

(Councillors P H Murphy (Chairman), R Lillis (Vice Chairman), D Archer, A Behan, R Clifford, G S Dowding, B Maitland-Walker, J Parbrook, and R Woods)

Members of Cabinet

(Councillor A Trollope-Bellew (Leader), M Chilcott (Deputy Leader), M Dewdney, K J Mills, C Morgan, S J Pugsley, K H Turner, D J Westcott)

Our Ref CS

Contact Emily McGuinness emcguinness@westsomerset.gov.uk

Date 11 January 2016

**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 14 January 2016

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 14 January 2016 at 3.30 pm

Council Chamber, Williton

AGENDA

1. Apologies for Absence

2. Minutes

Minutes of the Scrutiny Committee held on 17 December 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 6 January, 2016 – **TO BE CIRCULATED AT MEETING.**

6. Cabinet Forward Plan

To review the latest Cabinet Forward Plan for the months of November onwards, published on 6 January 2016 – **TO BE CIRCULATED AT MEETING.**

7. Somerset Waste Board Business Plan.

To consider Report No. WSC 5/16 to be presented by Councillor M Dewdney, Lead Member for Environment.

The purpose of the report is to seek approval for the Somerset Waste Partnership's Draft Business Plan for 2016-2021 attached. Whilst the business plan has a 5 year horizon Members are only requested to approve the plan for the financial year 2016/17

- **SEE ATTACHED.**

8. Draft Corporate Strategy 2016/20

To consider Report No. WSC 6/16 to be presented by Councillor A Trollope-Bellew, Leader of the Council.

The purpose of this report is to introduce the draft Corporate Strategy for 2016/20 as it begins its path through the democratic process.

- **SEE ATTACHED.**

9. Financial Standing and Medium Term Financial Plan 2016-17.

To consider Report No. WSC 6/16 Cllr. Mandy Chilcott, Lead Member for Resources & Central Services

The purpose of the report is to inform Scrutiny Committee of the latest status of the Council's financial planning, including the latest Medium Term Financial Plan (MTFP) forecasts and the processes involved in its drafting.

10. Scrutiny Committee Work Plan

To receive items and review the Scrutiny Committee Work plan for 2015/16. - **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 17 December 2015 at 3.30 pm

Present:

Councillor P H MurphyChairman
Councillor G S DowdingVice Chairman

Councillor B Heywood
Councillor R Thomas

Councillor B Maitland-Walker
Councillor R Thwaites

Members in Attendance:

Councillor I Aldridge
Councillor M Dewdney
Councillor A Trollope-Bellew

Councillor M Chilcott
Councillor K J Mills

Officers in Attendance:

Assistant Chief Executive and Monitoring Officer – (B Lang)
Assistant Director – Resources (P Fitzgerald)
Assistant Director – Energy Infrastructure (A Goodchild)
Assistant Director – Operational Delivery (C Hall)
Media and Communications Officer (D Rundle)
Administrative Support (A Randell)

SC133 Apologies for Absence

Apologies were received from Councillors D Archer, A Behan, R Clifford, R Lillis, J Parbrook and R Woods.

Substitutions:- Councillor R Thomas for Councillor R Lillis
Councillor N Thwaites for Councillor R Clifford
Councillor B Heywood for Councillor R Woods

In the absence of Councillor R Lillis, Councillor S Dowding was duly appointed as Vice Chairman for the meeting

SC134 Minutes

(Minutes of the Meeting of the Scrutiny Committee held on 12 November 2015 – circulated with the Agenda.)

RESOLVED that the Minutes of the Scrutiny Committee held on 12 November 2015 be confirmed as a correct record.

SC135 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 P H Murphy	All Items	Watchet	Personal	Spoke and voted

An additional Interest was declared by Councillor Murphy who has a relative on the board of Arlife. Councillors Dowding and Trollope-Bellew declared interests as members of the AONB board.

An additional personal Interest was declared by Councillor Murphy whose partner was on the board of Arlife in regard to SC139 and Councillors Dowding and Trollope-Bellew declared personal interests in Minute No SC139 as members of the Quantock Area of Outstanding Natural Beauty Board.

SC136 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 of the Cabinet held on 2 December 2015, be noted.

SC137 Cabinet Forward Plan

(Copy of the Cabinet Forward Plan published 2 December 2015, circulated with the agenda.)

It was requested that when items were included on the forward plan for the Cabinet, consideration be given as to whether they should be submitted first to the Scrutiny Committee.

RESOLVED that the Cabinet Forward Plan published on 2 December 2015, be noted.

SC138 Report of the Task and Finish Group established to consider the Community Impact Mitigation Fund (CIM Fund) following their review.

The Committee considered the report, WSC 188/2015, presented by Cllr Peter Murphy, circulated with the agenda.

The purpose of the report was to present the findings of the Scrutiny Task and Finish Group established to consider the Community Impact Mitigation Fund (CIM Fund) following their review.

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

- The work undertaken by officers to create the report was commended. The report was considered valuable for issues to be identified that would enable the application process to be improved for all applicants.
- It was important that those that could apply to the fund were made aware of the importance attached to the seeking of match funding for all applications.
- It was suggested that a report was brought back to the committee on one occasion rather than multiple times to save officer time.
- Further detail was requested on applications that had been rejected.
- There was concern that in one case, a group had made a presentation to the Planning Obligations Board (POB) and that the POB should consider the criteria for inviting presentations in the future. The suggestion for consideration was that all applicants submitting an application for the second time should be invited to present at the POB meeting.
- The view was expressed that the board did not want to disadvantage or create an unfair impression of those who may present less well which was why they preferred a paper based approach.
- It was considered important to have a paper trail for every bid to be able to demonstrate consistency.
- An important comment from one applicant was that the Council should consider adopting a commissioning approach rather than waiting for applications to come forward and to seek to identify impacts that needed to be mitigated. Thus the recommendation that an overarching funding strategy should be commenced once the Final Investment Decision was announced.

The recommendations were proposed by Councillor P Murphy and seconded by Councillor Dowding

Resolved that the following points be recommended to Cabinet:-

- 1.1. That the introduction of the application form for bids of less than £1k is monitored for a period of 6 months with a report back to members outlining the feasibility of introducing application forms for:
 - Bids of less than £1k;
 - Bids of less than £25k; and

- Bids over £25k.
- 1.2. That all application forms and accompanying guidance make the position on requiring match funding (or not) very clear to all potential bidders.
- 1.3. That following a Final Investment Decision, a report is presented to Scrutiny Committee outlining the process that will be followed to produce an Overarching Funding Strategy and how all members can engage in that process.
- 1.4. Members support the inclusion of a more detailed explanation of the eligibility and funding criteria in the new application form and guidance notes. Members also support the production of real life case studies to support applicants in the future.
- 1.5. That information given to potential applicants provides details on the roles and responsibilities of both the CIM Fund Manager and the Housing and Community Project Lead. This information should help distinguish between the roles of each of these posts. This section of the guidance document should also make the arrangement with Engage West Somerset explicitly clear.
- 1.6. That all correspondence with applications who have submitted a successful Expression of Interest and have subsequently been invited to make a full application continues to make it clear that such an invitation should in no way be seen as an indication of future success.
- 1.7. That a critical path diagram is produced to show applicants what happens and when and how they can seek help and advice throughout the process. This should contain information about the decision making process and how and when to engage with elected members.
- 1.8. That a consistent approach to Word Counts is used and this approach is clearly explained in any documentation.
- 1.9. To avoid confusion, ensure that each question within the re-designed application form is only one question, not a question within a question.
- 1.10. That clear guidance is provided to applicants about how they can engage with the CIM Fund Decision making process. Such guidance should remind applicants that they have the opportunity to address Cabinet and Council meetings of West Somerset Council for 3 minutes in which to state the case for their project.

The Task and Finish Group also recommend that the Planning Obligations Board consider inviting all applicants submitting an application for the second time should be invited to present at the POB meeting.

- 1.11. That the Scrutiny Task and Finish Group is invited at an appropriate time to consider the revised application form and guidance documents before they are made publicly available.
- 1.12. An update report on all these recommendations is presented to Scrutiny 12 months after adoption in order to monitor progress.

SC139 Budget and Further Savings Options 2016/17

a) Parking Fees and Charges Report.

The Committee considered the report, WSC 191/15, presented by Cllr Karen Mills, which had been previously circulated.

The purpose of the report was to provide Members with proposed changes to the charging process that supports traffic management of tourist industry by seeking to influence driver behavior with the following outcomes:

- Incentive for commuters to use car parks away from the main tourist sites, freeing up space for tourists and visitors to the area.
- Continue investment in parking assets.

It sought approval for changes to the summer car park tariffs; removal of the three hour zero tariff when valid blue badges are displayed in vehicles; and an increase to six months and yearly permits.

It also identified the ongoing investment needed to improve the assets, the customers experience and convenience.

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

- Charging blue badge holders was recognised as representing an important change of policy. Some considered this was unreasonable. A revised Equalities Impact Assessment was tabled which identified the adverse impacts on those with protected characteristics.
- There were fears that this was being introduced to generate more income from a service that was already generating a surplus. Members were reassured that similar policies were in place across most local authorities in Somerset, it was stated that changes had not been made for budgetary reasons but through a policy change to ensure all users of the car parks made a contribution.
- Concern was expressed that blue badge holders would use on street parking more if they were charged in car parks. It was stated that when similar charges were introduced in South Somerset there was not a significant impact in this regard. As a mitigation, Blue Badge holders would get an extra 30 minutes parking in recognition of their particular needs.

- Changes to charges were being proposed to dissuade tourist car parks from being used by commuters.
- The car parks service had been in consultation with on street parking changes with Somerset County Council. Blue badge holders were still able to access shopper's permits.
- The policy was to focus on giving those that are disabled ease of access and positive discrimination whilst not financially supporting those holding blue badges, ensuring equality for all the car parks users.

Resolved that the committee supported the changes to the fees and charges identified in the report

b) Further Savings Options for 2016/17

The committee considered report, WSC 190/2015, presented by Cllr Mandy Chillcott, previously circulated with the agenda.

The purpose of the report was to provide Scrutiny Committee with an update on budget estimates for 2016/17 and Medium Term Financial Plan (MTFP) forecasts, and to consult members on a range of further savings options being considered for the budget.

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

- Officers were commended on the work undertaken to produce the report.
- It was acknowledged that the format of appendix A had been improved to make it more legible and had taken into account the comments made at the last meeting of the Scrutiny committee.
- The columns related to Partnership Working and Health and Well Being had been removed and there was no longer any reference to the impact on the Council's Vision Statement.
- Debate took place over the level of minimum reserves that was currently held. It was questioned if some of the £300,000 that was held over the set minimum a proportion could be used to mitigate savings.
- It was explained that the minimum reserves figure was considered to be an absolute minimum to cover contingencies and that it was therefore financially prudent to retain a figure above the absolute minimum.
- The comment was made that it should be worth considering that 10% of the £300,000 above the minimum level be earmarked for use to mitigate some of the proposed savings.
- The removal of the grant to Artife was said to place the delivery of the SLA with the council in jeopardy. Members had not seen the SLA but they were informed that a new partnership agreement had been signed with Artlife to give them financial support along with a desk, phone, computer and a post facility in West Somerset House.

- It was requested that in subsequent reports that the impact of any proposed savings on the Council's priorities and vision statement be included for members to consider.
- It was questioned why the multiplier effect of council funding to voluntary groups was not included in the report with exception of the Quantock AONB item. Members were informed that this was included in the report last month. It was suggested that it should be included in future reports since the paperwork no longer included the responses from the voluntary groups themselves.
- It was stated that Engage had said they were happy with the non-financial support that they had received.
- Concerns were expressed in relation to the increases in the toilet charges from 20p to 50p and it was confirmed that radar key arrangements for disabled facilities would not be affected.
- In relation to changes to the funding of public toilet facilities, members were informed that there were 16 months before the proposed changes to funding would be implemented, this time would be used to consult with town and parish councils, along with businesses to explore means (other than by Council funding) for keeping them open post April 2017.
- Some town and parish councils had already approached the council looking to take on services; the existing Veolia contract was due to run out in September.

Exclusion of the Press and Public

Resolved that the press and public be excluded from the meeting for the consideration of the confidential appendices attached to the report because of the likelihood that exempt information would otherwise be disclosed relating to Clause 3 of Schedule 12A to the Local Government Act, 1972 and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

Confidential Appendices C, D, P Q and R were considered by the committee.

The committee gave consideration to the detail contained in the confidential appendices.

Resolved that the press and public be re-admitted to the meeting

Resolved that Scrutiny note the latest budget estimates, savings options and budget adjustments and requests that the points raised above be taken into consideration as part of the deliberations going forward.

(Copy of the Forward Plan for 2015/16, circulated with the agenda.)

The following items were to be added to the workplan for April 2016:-

- Williton Hospital Stroke Unit Business Case Consultation(provisional)
- Asset Management Update.

RESOLVED that the Scrutiny Forward Plan published on 9 December 2015, as amended, be noted.

The meeting closed at 6.20 pm.

Report Number: WSC 5/16
Presented by: Councillor Martin Dewdney
Author of the Report: Chris Hall
Contact Details:
Tel. No. Direct Line 01823 356499
Email: c.hall@tauntondeane.gov.uk

Report to a Meeting of: Scrutiny Committee
To be Held on: 4th January 2015
*Date Entered on Executive Forward Plan
Or Agreement for Urgency Granted:*

SWP BUSINESS PLAN 2016 - 2021

1. PURPOSE OF REPORT

- 1.1 The report seeks approval for the Somerset Waste Partnership's Draft Business Plan for 2016-2021 attached.
- 1.2 Whilst the business plan has a 5 year horizon Members are only requested to approve the plan for the financial year 2016/17
- 1.3 The inflationary figure for WSC is -0.2% which means a saving in the contract price for 2016/17. This position is better than normal years primarily due to reducing operating costs.

2. LINKS TO CORPORATE PRIORITIES

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

3. RECOMMENDATIONS

This committee is recommended to

- i) Review and approve the Somerset Waste Partnership's Budget for 2016-2017.
- ii) Note the content for the business plan 2016 – 2021

4. RISK ASSESSMENT

- 4.1 The SWP risk register is reviewed annually and taken to the Somerset Waste Board for approval. The updated risk register is attached at Appendix 2.

5. BACKGROUND INFORMATION

- 5.1 The Somerset Waste Partnership has managed waste and recycling services on behalf of all local authorities in Somerset since October 2007. The partnership is governed through a Joint Committee known as the Somerset Waste Board. The SWB Constitution requires the single client team to prepare a Draft Business Plan with an accompanying Action Plan on an annual basis. The Board then approves a draft for consultation with the partners, so that each partner authority has the opportunity to comment on the plan. The Board considered the draft plan on 18 December 2015 and comments are requested by mid-February so that the Board can adopt the Plan and Budget.
- 5.2 The Board can, by a majority vote, amend the Business Plan in order to accommodate any unforeseen circumstances and to assist the Board to achieve the Aims and Objectives. Any partner council can request such an amendment at any time.
- 5.3 The Board is almost exclusively funded from contributions from partners and, apart from one-off funding bids, has no automatic block grant from Central Government or any reserves. It is therefore dependent on agreement between partners on the level of funding provided by each of them in line with the cost sharing formula. Business Planning and Budget setting are therefore part of the same process.
- 5.4 The Board has delegated authority for decision making across all services and therefore must make proposals to the partners on how savings can be made, taking into account any savings requirements from individual partners.
- 5.5 Under the terms of the Inter Authority Agreement, the Board cannot make a decision that has an adverse financial implication on any partner. But the Board does have discretion on how any savings targets handed down can be implemented, provided all partners sign up through approval of this draft plan.

6. PURPOSE OF THE BUSINESS PLAN

- 6.1 The Draft Business Plan and associated Action Plan, attached as appendix 1, are the means by which the partnership describes its business, evaluates changes to the operating environment, identifies strategic risks and sets out its priorities. The plan has a five year horizon with particular focus on the next 12 months. It is the primary means to seek approval for and to secure the necessary resources to implement its proposals from the partner authorities.
- 6.2 The plan also sets out the draft Annual Budget for the Waste Partnership for 2016/17, which for WSC represents only a minor saving of £2,554 against a budget of £1.15m.

7. RESPONSIBILITY OF THE BUSINESS PLAN

- 7.1 The Board has delegated authority for decision making across all services and therefore must make proposals to the partners on how savings can be made, taking into account any requirements to make savings and proposals on how this can be

achieved. Under the terms of the Inter Authority Agreement, the Board cannot make a decision that has an adverse financial implication on any partner without the consent of that partner. The Board cannot refuse to accept savings targets handed down – but it does have discretion on how those savings can be implemented, provided all partners sign up through approval of the draft plan.

8. CONSULTATION

- 8.1 Individual partners were previously asked to give an indication of any savings targets so that options to achieve these and associated risks could be assessed by the SWP in consultation with the Strategic Management Group. All partners have a need to control costs in this area and a number of initiatives have been underway to evaluate the opportunities and impacts of future cost management choices.
- 8.2 Specifically trials were undertaken in Taunton Deane which have, and will continue, to inform the nature of the service going forward for the entire partnership. These trials made temporary alterations to the material types that were collect at the kerbside and the frequency of collections.
- 8.3 A separate paper will be brought to Members to consider a new collection model once the business case for change has been completed. Therefore the budget presented in the attachment, for 2016/17, takes account of the know position at this time and makes no assumptions on savings as a result of a new service model.

9.0 KEY ACTIONS FOR 2016 – 21

- 9.1 There key actions are identified within the Draft Action Plan which is contained within Appendix 1 the Draft Business Plan. Of these Members attention is drawn to the following which are large scale projects which may produce significant changes to service delivery, the level of recycled materials and therefore positive impacts on the contract costs:
- Alternative refuse treatment
 - Recycle More, new service model
- 9.2 The Draft Plan has been brought together against the background of the continuing difficult economic situation but with a continuing desire from partners to deliver the following key priority areas:
1. Waste minimisation, high diversion and high capture
 2. Improved services for customers;
 3. Contract monitoring and review;
 4. Alternatives to landfill and optimising material processing;
 5. Investigating Recycling Centre options;
 6. Investigating collection service options;
 7. Organisational efficiency.

10. FINANCE COMMENTS

- 10.1 The Waste Partnership is largely funded from contributions from partners and has no block grant from Central Government or any reserves. It is therefore dependent on agreement between the partners on the level of funding provided by each of

them in line with the cost sharing formula. Business Planning and Budget setting are part of the same process.

- 10.2 The Annual Budget, once finally approved, will become the new measure for the financial performance of the Waste Partnership for 2016/17. SWP will continue to share the costs among partners in the approved format.
- 10.3 The Annual Audit letter has been received and there are no actions outstanding and the conclusions are entirely positive.
- 10.4 The inflationary figure is lower than initially anticipated as a result of operating costs being lower, primarily as a result of shared management with other local authorities and the contractor and reducing fuel costs.

11. **EQUALITY & DIVERSITY IMPLICATIONS**

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 are:

- 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

- 11.1 Equalities and other Impact assessments have been made in respect of all savings proposals, even where these do not have an immediate public impact. Individual partners will consider the Draft Plan during January and early February 2016.

12. **LEGAL IMPLICATIONS**

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

Background papers

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



SWP Business Plan 2016 – 2021

Table of Contents	
	Somerset Waste Partnership Business Plan 2016-2021
	Performance Table
	Draft Budget
	Appendix A - Action Table
	Appendix B – Risk Matrix
	Appendix C – New Service Model Considerations
	Appendix D – Asbestos and Plasterboard Charging Rationale
	Appendix E (Added 21/12/15) – Recycling Site Vehicle Permitting

1. About Somerset Waste Partnership

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

SWP has delegated authority to deliver household waste and recycling services throughout Somerset, including management of kerbside collections, recycling sites and disposal sites. These duties are in turn contracted to Kier (collection services) and Viridor Plc (recycling sites, landfill sites and recycling or disposal of food waste, garden waste and residual waste).

The SWP is accountable to the Somerset Waste Board (SWB), which consists of two members from each of the partner authorities.

For further information about Somerset Waste Partnership and the Somerset Waste Board please visit www.somersetwaste.gov.uk

2. Key Stakeholders

- Residents of Somerset
- Members and officers of partner authorities
- Kier MG CIC
- Viridor Plc

3. The SWP Vision

We will:

- Drive material up the waste hierarchy and, where sustainable markets exist, into the circular economy*.
- Avoid landfill and encourage high participation in waste avoidance, reuse, recycling and food waste collection schemes.
- Engage with local people, support economic wellbeing and use efficient, sustainable and affordable solutions at every stage of the process.
- Encourage and facilitate innovation, joined up strategy, policy and operations across the county

*A circular economy is one where resources once used are not disposed of, but become feedstock materials or energy for making new products, thus reducing reliance on raw materials and waste disposal. A “closed loop process” is a variation of this where recovered materials are recycled into the same product. The benefits of a circular economy include reduced energy consumption, resource security and lower environmental impacts. A circular economy works most effectively where there are clear incentives for all persons on the loop (manufacturers, retailers, consumers, local authorities, reprocessors) to move the material around the loop.

4. Key Issues and Challenges

4.1 Service Development

This Business Plan will take forward the decisions made by the Somerset Waste Board and agreed by the partner authorities in the period December 2015 to February 2016. These decisions have the potential to result in significant changes both to the kerbside collection services and the residual waste disposal processes.

4.2 External Pressures

The period of constraint on the public purse continues and SWP will need to contribute to ongoing savings, while striving to maintain the scope and quality of frontline services.

4.3 National and Local Waste Policy

European Commission Adopts Revision to Circular Economy Package

The latest communication from the EU on the Circular Economy (December 2015) proposes, among other measures, a 65% recycling of municipal waste target for member states and limiting landfill to a maximum of 10% of residual waste by 2030. The proposals also cover national targets for recycling packaging waste. The proposals also include extending eco-design and increased national targets for recycling packaging waste.

SWB hopes that the outcome of the current work on alternatives to landfill will enable Somerset to achieve the latter at least 10 years ahead of this timeframe.

At a macro level it is assumed that the 65% municipal recycling target will drive national policy and maintain economic pressure to encourage alternative recycling. While the proposed Recycle More model should drive the Somerset rate to a higher level, achieving 65% at a local level without additional national policy and economic drivers will be challenging.

DCLG and Weekly Collections

DCLG no longer aspire to a return to weekly refuse collections, removing pressure to return to systems that would increase costs and reduce effectiveness of recycling services.

Community Recycling Sites

The option to provide Community Recycling Sites, supported by an entrance fee, previously available under the Local Government Act, has been withdrawn from Local Authorities and will be phased out by April 1st 2020.

The Waste (England and Wales) Regulations 2011

The Waste (England and Wales) Regulations 2011 require from 1 January 2015 that waste paper, metal, plastic and glass are collected separately from general waste subject to this being necessary to ensure the recovery of high quality recyclates, and; technically, environmentally and economically practicable to do so.

Courtauld 2025

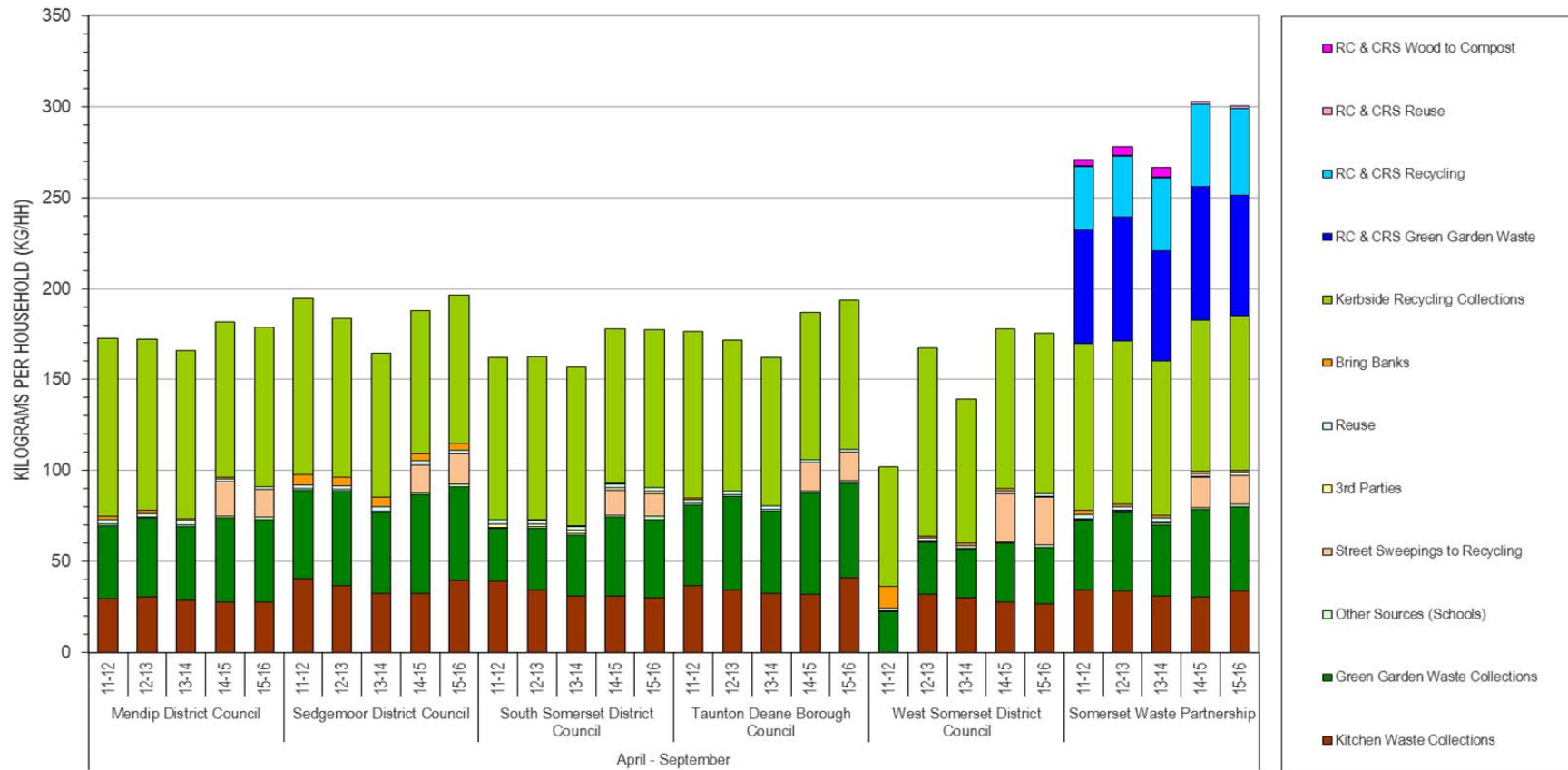
Somerset Waste Partnership supports the vision of Courtauld 2025 of “A world in which food and drink are produced and consumed sustainably.” and anticipates the launch of the programme, an “ambitious 10-year voluntary agreement that brings together a broad range of organisations involved in the food system to make food and drink production and consumption more sustainable.” Somerset Waste Partnership will seek to participate as a stakeholder, beginning with the launch of Courtauld 2025 by WRAP in March 2016.

4.4 Primary Contract Review

This business plan has a five year horizon. The Collection and Treatment contracts come to an end (unless extended) in 2021 and 2022 respectively. This means that it is within the horizon of this Business Plan to give consideration to future arrangements for the end to end delivery of waste services in Somerset. In order to ensure an effective future service is in place a full review should be conducted in 2019 – 2020.

5. Performance 2014/2015

**TOTAL HOUSEHOLD RECYCLING IN SOMERSET
KG/HH COMPARISON 2011-12 - 2015-16**



6. Key Aims and Priorities for 2016/17

For the period of this business plan we will continue the three priority areas established in the 2015 – 2020 Business Plan: -

<p>Alternative Refuse Treatment (Relates to actions in Section 1 of Action Table)</p>	<p>Negotiation, planning and implementation of changes resulting from decisions taken regarding future processing of residual waste.</p>
<p>New Service Model (Relates to actions in Section 2 of Action Table)</p>	<p>Negotiation, planning and implementation of changes resulting from decisions taken regarding the future model of kerbside collection services, considering: -</p> <ul style="list-style-type: none"> • Materials collected • Method of collection • Frequency of collection • Collection containers • Depot infrastructure • Reprocessing arrangements
<p>Addressing the Impact of Waste (Relates to actions in Section 3 of Action Table)</p>	<p>As last year there are also a large number of initiatives identified to address the financial, social and environmental impacts of waste. These will include waste minimisation campaigns and initiatives to improve and develop reuse options, SWP's ability to manage problem properties, recycling facilities in schools and flats, and safety in the delivery of services. SWP has a great record of securing external funding and will continue to follow up opportunities to assist with its objectives as they arise.</p>

Financial Pressures

In all considerations Somerset Waste Partnership will recognise the current and ongoing financial pressures facing partner authorities. Cost effectiveness and identifying opportunities to reduce overall costs must be at the heart of all decisions taken when implementing the future service.

7. SWP Budget 2015/16

The tables on the following pages show the projected five year budget for Somerset Waste Partnership if the current service model does not change in future years, effectively a “do-nothing” scenario with estimated inflationary indices based on contractual agreements. As noted above, SWP recognises the financial pressures facing partners.

7.1 Revenue Not Included

Control of income from residents for waste related services is retained by the collection authorities and is therefore not shown in this paper. The most significant portion of this is annual Garden Waste subscriptions, which will generate income for the district council of around £50.00 for each wheeled bin subscription in 2016/17. This is a significant offset of the cost of providing the service. Other income streams are Bulky Waste collection fees and sale of Garden Waste sacks.

7.2 Full Draft Budget Summary 2016/17

Business Plan 2016- 2021							
Summary Annual Budget 2016/2017							
Rounded £000s	Total	SCC	MDC	SDC	SSDC	TDBC	WSDC
Expenditure							
Salaries & On-Costs	866	422	96	102	144	98	4
Other Head Office Costs	210	96	23	24	35	24	8
Support Services	141	61	16	17	24	17	6
Disposal - Landfill	11476	11476					
Disposal - HWRCs	9098	9098					
Disposal - Food waste	1311	1311					
Disposal - Hazardous waste	214	214					
Composting	1592	1592					
Kerbside Recycling	8667		1781	1786	2672	1733	695
Green Waste Collections	2325		459	590	639	537	100
Household Refuse	5866		1198	1197	1786	1208	477
Clinical Waste	113		23	25	34	23	8
Bulky Waste Collection	79		18	12	25	16	8
Container Maintenance & Delivery	178		35	37	54	43	9
Container Supply	421		93	86	129	93	20
Pension Costs	69		1	2	63	2	1
Depot Costs	176		36	38	53	37	12
Village Halls	6			6			
Transfer Station Avoided Costs	310	310					
Recycling Credits	2401	2401					
Capital Financing Costs	231		52	41	78	39	21
Total Direct Expenditure	45750	26981	3831	3963	5736	3870	1369
Income							
Sort It Plus Discounts	-80		-16	-17	-24	-17	-6
Transfer Station Avoided Costs	-310		-63	-67	-94	-64	-22
May Gurney Secondment Saving	-44	-20	-5	-5	-7	-5	-2
Recycling Credits	-2376		-492	-488	-735	-481	-180
Total Income	-2810	-20	-576	-577	-860	-567	-210
Total Net Expenditure	42940	26961	3255	3386	4876	3303	1159

Business Plan 2016- 2021						
Summary Annual Budgets						
Rounded £000s	2016/17	2017/18	2018/19	2019/20	2020/21	
Expenditure						
Salaries & On-Costs	866	875	883	892	901	
Other Head Office Costs	210	210	210	210	210	
Support Services	141	141	141	141	141	
Disposal - Landfill	11476	11082	11458	11843	12241	
Disposal - HWRCs	9098	9289	9485	9685	9888	
Disposal - Food waste	1311	1335	1359	1383	1408	
Disposal - Hazardous waste	214	220	227	233	240	
Composting	1592	1640	1689	1740	1793	
Kerbside Recycling	8667	8913	9166	9426	9693	
Green Waste Collections	2325	2391	2459	2529	2600	
Household Refuse	5866	6022	6192	6378	6549	
Clinical Waste	113	116	120	123	127	
Bulky Waste Collection	79	81	82	84	86	
Container Maintenance & Delivery	178	183	188	194	199	
Container Supply	421	433	446	458	471	
Pension Costs	69	70	70	71	72	
Depot Costs	176	176	176	176	176	
Village Halls	6	6	6	6	6	
Transfer Station Avoided Costs	310	319	329	339	349	
Recycling Credits	2401	2473	2547	2623	2702	
Capital Financing Costs	231	231	231	231	231	
Total Direct Expenditure	45750	46206	47464	48765	50083	
Income						
Sort It Plus Discounts	-80	-80	-80	-80	-80	
Transfer Station Avoided Costs	-310	-319	-329	-339	-349	
May Gurney Secondment Saving	-44	-44	-44	-44	-44	
Recycling Credits	-2376	-2448	-2521	-2597	-2675	
Total Income	-2810	-2891	-2974	-3060	-3148	
Total Net Expenditure	42940	43315	44490	45705	46935	

Assumptions

0% pay award for 2016/17, 1% annual pay award for years 2017/18 - 2020/21

0.98% housing growth in 2016/17, then 1% annually for years 2017/18 - 2020/21.

Collection contract inflation -0.63% in 2016/17, 2% annually for years 2017/18 - 2020/21

Disposal contract inflation 1.5% annually for all years (2016/17 - 2020/21)

Tonnage growth 1.5% annually for all years (2016/17 - 2020/21)

Appendix A

Business Plan Action Table

Task	Description	Outcome/Target (completion by March 2017 unless otherwise stated)	Lead officer	Resource - Implementation Budget	Resource - People (internal)	Comment/ Risk
1. Service Development Programme: Residual Waste Treatment			Steve Read			
1.1	Economically viable treatment option for residual waste.	Commencement of diversion of residual waste away from landfill.	David Oaten	Resource and budget to be confirmed separately. £72k budget assigned.	Likely to be significant, though dependent on final option agreed.	Budget from WDA contribution.
2. Service Development Programme: New Service Model			Steve Read			

Task	Description	Outcome/Target (completion by March 2016 unless otherwise stated)	Lead officer	Resource - Implementation Budget	Resource - People (internal)	Comment/ Risk
2.1	Implementation of service changes resulting from decisions taken following collection service review.	Partial implementation of new service model; detailed plan for implementation across Somerset	Steve Read	Up to £235k (in principle from current year vehicle sales and associated income).	Significant planning and implementation resource, to be specified separately.	Budget from WCA contribution.

3. Projects and Activities to Manage the Impact of Waste

Task	Description	Outcome/Target (completion by March 2016 unless otherwise stated)	Lead officer	Resource - Implementation Budget	Resource - People (internal)	Comment/Key Risk
3.1	Charging for deposit of Asbestos and Plasterboard at Somerset recycling sites designated to accept those materials.	From Monday 4th April we will charge residents to deposit plasterboard (£4 per sheet or part thereof) and asbestos (£12 per sheet or part thereof) at Recycling Centres in Somerset	David Oaten	Limited in year costs as publicity and signage will happen in Q4 2015/16 (approx. £5,000 for pre publicity and signage).		See accompanying Impact Assessment
3.2	Consider, plan and deliver agreed options to tackle unauthorised trade waste and waste from beyond Somerset being deposited at Somerset recycling sites.	Consider options for van/trailer permitting for Board consideration, with a view to possible implementation from October.	David Oaten	To be defined by separate proposal.		Impacts will be assessed at time of proposal.
3.3	Building on success of Priorswood reuse shop, develop a reuse shop at Chard Recycling Centre.	In the first quarter of the financial year we will construct a facility for selling reusable items at the Chard Recycling Centre	David Oaten	Subject to agreement - £30k infrastructure costs (recovered within 3 years), funded as Budget commentary	Officer oversight and management in Q1 2016/17	Opportunity to positively promote reuse in the Chard area. Risk that return will not be as speedy as

Draft (Approved by SWB for Partner Consultation 18th December 2015)

						estimated due to
3.4	Review of Contract Monitoring Processes.	By end of September 2016. In light of feedback from HSE to review and improve SWP contract monitoring procedures.	David Oaten	Staff time only	Officer review and administration.	Risk of liability if HSE recommendation are not reviewed and responded to.
3.5	Closed Landfill risk review	By end of December 2016 to report on potential savings to be made by reviewing the nature and frequency of closed landfill monitoring	David Oaten	Staff time only	Ten days officer time in Quarter 2/Quarter 3	Opportunity – identified cost reduction
3.6	Maintain COTC (Certificate of Technical Competence) capability	This Technical Competence Scheme is jointly delivered by CIWM and WAMITAB. It is an 'Approved Scheme' for demonstrating Technical Competence in relation to the Management of a Permitted Waste Facility. SWP will ensure that sufficient staff retain this qualification to ensure ability to effectively deliver commitments.	David Oaten	From head office training budget	Two officers Two days each, before Feb 2017	Risk of insufficient competence to deliver business requirements if not completed.
3.7	Restructure Minehead Recycling Centre	Alleviate local congestion and improve site performance by modernising and refreshing Minehead Recycling Centre	David Oaten	Capital Bid (between £50k and £200k if successful)	Management time for tendering and oversight.	Opportunity to reduce local congestion and improve the amenity and efficiency of the site.

Draft (Approved by SWB for Partner Consultation 18th December 2015)

3.8	Assisted Collection Review	Contractual obligation to ensure we regularly update the list of householders in receipt of assisted collection services. To be carried out in stages throughout the year.	Colin Mercer	£9k for mailing costs and processing of replies.	Administration of mailing and responses to around 5000 properties to be absorbed within collection budget.	Risk of non compliance with contract if not completed.
3.9	Roll out enhanced recycling facilities at communal properties	TEEP obligation to add plastic bottles and cardboard to communal recycling stores in block of flats.	Colin Mercer	Financing of new trucks through Public Loan Board (up to £600k that Kier will pay back); Provision of additional bins and signage in communal bin stores.	Planning and implementing roll out. 20 days officer time in Quarter 1.	Risk of non compliance with regulatory requirements if not completed
3.10	Vehicle fleet refreshment programme	Somerset's collection fleet is reaching the end of its planned life. A programme of refreshing the fleet is required regardless of any other decisions. Scope of this activity will reflect decisions taken for item 2.1	Colin Mercer	Financing as 3.9. Likely to be c£10million requirement	10 days Collections Manager Time and 10 days Finance Officer time	Risk of failing fleet and inability to deliver services if fleet not refreshed.
3.11	Enforcement Partnering Implementation (subject to separate Board approval)	Implementation of enforcement procedures, subject to separate Board decision, by October 2016.	Colin Mercer	£2k admin and payment processing costs	10 days Collections Manager time in Quarter 2	Risk - Ongoing, entrenched issues with anti social behaviour will not be resolved if not implemented.
3.12	Collection Contract Review	Review collection contract to ensure schedules are effective for management of	Colin Mercer	None	10 days Collections Manager time in	Opportunity to ensure definitions and

Draft (Approved by SWB for Partner Consultation 18th December 2015)

		the service.			Q3	guidance set out in the contract are relevant to the service as delivered.
3.13	Data Review	To review data inputs and outputs (both quantitative and qualitative) and ensure data is being used effectively and in line with industry best practice to guide business development and monitoring.	Mark Blaker	None	5 days Business Manager time in Q3	Opportunity to improve organisational efficiency.
3.14	Community Reuse Directory	To liaise with community groups engaged in reuse and scope whether there is a need to produce a directory	David Mansell	Budget will be drawn from existing budgets		
3.15	Develop work with community reuse organisations, especially in areas unlikely to have Reuse Shops.	Maintain network to explore options for joint-working on mutually beneficial projects and supporting funding applications as appropriate. Seek to improve reuse signage at recycling sites.	David Mansell	£3,000 for signage will be allocated subject to approval of separate business case. Additional budget will be drawn from existing budgets.		
3.16	Continue to work with community groups offering cloth nappy support.	Work with community groups to establish waste diversion impact of their activities.	David Mansell	£500 for support materials. Budget will be drawn from existing budgets		
3.17	Food Waste Champions	Maintain Somerset Food Champions scheme of volunteers; improve	David Mansell	£1,750 administration, support materials and volunteer expenses.		

Draft (Approved by SWB for Partner Consultation 18th December 2015)

		coverage across the county. Hold two training sessions. Provide ongoing support and collate feedback on their activities and resource use.		Budget will be drawn from existing budgets		
3.18	Compost Champions	Support for Carymoor Environmental Trust to recruit, maintain and motivate Compost Champions.	David Mansell	Carymoor SLA funded from Viridor Community Sector Plan fund. £250 for promotional materials from existing budgets.		
3.19	Continue to work with community groups offering food waste reduction support	Continue and develop work with partner organisations and community groups, including housing associations, children centres, food banks and Public Health team to promote food waste reduction and recycling.	David Mansell	£500 drawn from existing budgets.		
3.20	Update Waste Strategy	Review of waste strategy elements on website and plan for full review of strategy in 2017/18	David Mansell	None required		

Draft (Approved by SWB for Partner Consultation 18th December 2015)

3.21	Review effectiveness of on site promotion of fixed facilities (Recycling Site signage; Communal Recycling Point signage)	To develop a policy for fixed site signage by the end of Quarter 1; To commence phased implementation throughout the year.	Mark Blaker	£3,000 (from existing maintenance budgets)	Review of current provision; analysis of best practice; documentation – Business Manager – 15 days	
3.22	Develop Collection Day Reminder App	To procure a mobile App that will send collection day reminders to residents.	Mark Blaker	£6,000 (link to budget for 2.1)	Design of app and procurement of delivery; management of data processes. Business Manager – 5 days in Quarter 1.	Opportunity to reduce phone contacts and service complaints.
3.23	Conduct waste minimisation campaigns throughout the year based on proven case studies (including Recycle from your Bathroom)	Three clearly defined waste minimisation campaigns delivered in Somerset throughout the year.	Mark Blaker	From existing budget allocated for Comms/ Community engagement.	Press, Publicity and Promotions Office	Opportunity to raise awareness of waste minimisation options and thereby reduce costs..
3.24	Explore opportunities to mitigate future driver shortages in Somerset by partnering with contractors and local colleges on driver training programmes	Contact points identified and scoping discussions held	Mark Blaker	No additional resource requirements		Opportunity to mitigate risk of driver shortages impacting on SWP service.

Draft (Approved by SWB for Partner Consultation 18th December 2015)

Appendix B

Risk Register (See attached)

Appendix C

New Service Model for Future Collections

As approved by the Board in June 2015, work has been undertaken to assess a range of future collection options and to investigate related issues.

As indicated in the recommendations accompanying this report, the Board is asked to confirm their preferred option for future collections, so that a more detailed further report, based on the preferred option, can be submitted in February or March 2016.

Background

Somerset's current fleet of recycling vehicles will start to need replacing from 2016/17, which gives an opportunity to consider new service options. Flexible arrangements have already been made to replace refuse vehicles so these can be adjusted to match.

More than half of the waste currently put out in refuse collections could be recycled through current services. When fortnightly refuse collections were previously introduced throughout Somerset, it was found that these encouraged greater use of recycling services, but more could still be done to divert materials from costly waste disposal.

There is a high level of public interest in recycling more materials, especially more plastics. A representative survey in towns across Somerset in November 2015 found that the most requested improvement to collection services was to recycle more plastics.

Progress to date

Trials were completed in Taunton Deane in 2014, which successfully tested the addition of plastic pots, tubs and trays, cartons, small electricals and batteries to recycling collections; as well as different collection frequencies, involving weekly or fortnightly recycling and fortnightly or three-weekly refuse.

The highest performance was achieved on trial rounds with weekly recycling and three-weekly refuse. Full results were reported in a report to the Board in June 2015.

There were some initial concerns among the 1,200 households in the area where the three-weekly refuse collections were tested, but, once started, most found they coped more easily than expected due to the extra materials collected for recycling.

At the end of the trial, all households were invited to complete a short survey. In the area with enhanced recycling and three-weekly refuse, 86% of respondents said they would prefer to continue with the extra recycling and three-weekly refuse, rather than go back to the previous arrangements (fortnightly refuse collections without the enhanced recycling).

Most households also said their refuse bin continued to be the right size. This was due to the extra materials recycled, which allowed the same volume of refuse or less to be collected every three weeks as was previously collected every fortnight.

Since the June 2015 report, work has been undertaken to check and gain information on:

- Markets for new materials and compliance issues for separate collection regulations.
- Lessons from other local authorities, including those who have already introduced three weekly refuse collections (Bury, Falkirk and Gwynedd with more following).
- Implications for health and safety and equalities.

Independent advisers, Eunomia, were appointed to assess costs and performance for a range of collection options, which covered:

- Continued kerbside sort collections, including with current and different options for collection containers and vehicle designs.
- Twin stream comingled collections using a wheeled bin for most dry materials and a box for glass.
- Single stream comingled collections with all dry materials in a wheeled bin.
- Continued fortnightly refuse collections as well as options for fortnightly recycling collections and for refuse collections every three or four weeks.

Initially, the impact of options have been modelled for the Taunton depot which serves Taunton Deane, a zone covering Chard and Ilminster in South Somerset and a small part of Sedgemoor.

Option modelled and key features of each are:

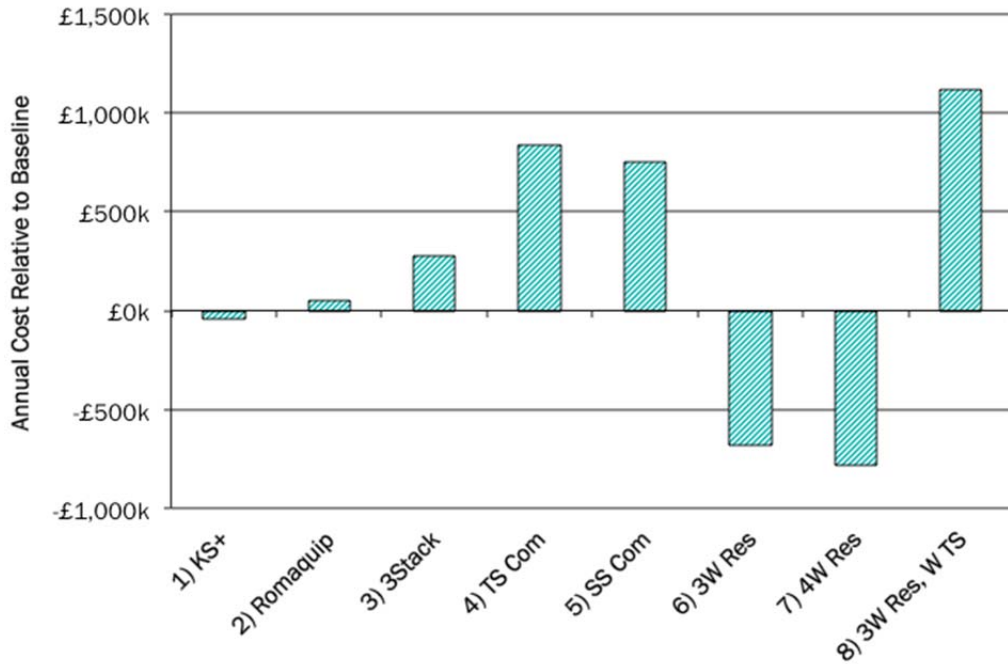
- 1) Current kerbside sort collections and modified vehicles with additional materials.
- 2) As 1) using Romaquip recycling collection vehicles.
- 3) As 2) using 3 Box Stack collection container system with trolley.
- 4) As 1) but with twin stream co-mingled fortnightly recycling collections using a wheeled bin and a box for glass with split-back compaction vehicles plus separate small tipping vehicles for food waste.
- 5) As 4) but with single stream co-mingled fortnightly recycling collections using a wheeled bin for all dry materials with compaction vehicles plus separate tippers for food waste.
- 6) As 1) but with 3-weekly refuse collections.
- 7) As 1) but with 4-weekly refuse collections.
- 8) As 4) but with weekly twin stream co-mingled recycling collections and 3-weekly refuse collections.

Of the above, options 7 and 8 were the highest performing according to the model. This echoes the results of the Taunton Deane trials. It is expected that option 6 would increase dry material recycling by 19-30% and food waste recycling by 8-15%. It is

believed option 7 would achieve slightly higher recycling levels, especially for food waste, although there is currently limited evidence available to confirm this.

The findings of the financial analysis undertaken by Eunomia is shown in the chart below.

Annual Costs of Collections Options Relative to Baseline of Current Collections for the Taunton Depot (Source: Eunomia)



The analysis confirms that Kerbside sort recycling collections had much lower costs than the comingled options. This is due to comingled collections needing to include a separate vehicle pass for food waste and to pay a gate fee for mixed materials to be sorted at a Materials Recovery Facility. Apart from plastics and cans, kerbside sort materials do not need further sorting and tend to be higher quality, so being more attractive to UK reprocessors and earning an income to partially offset collection costs.

Three and four weekly refuse services allowed a significant saving on collections and encouraged greater recycling, including for currently collected materials, so increasing material income and reducing refuse disposal costs.

Additional costs will be incurred during the roll-out of a new service model to cover communications and service support.

Final annual costs for a new service model will depend on the outcome of negotiations with Kier, with Eunomia's costs providing an indication of what may be achieved if costs can be as assumed for modelling and if all savings can be achieved.

Confirming a new service model for Somerset

Findings from work to date were reported to an informal meeting of Somerset Waste Board and members considered the pros and cons of the various options. Since the meeting officers have undertaken briefings at most of the partner councils to gauge reaction to the potential options. The option which has emerged as of greatest interest is option 6 (additional materials, including plastic pots tubs and trays, to be recycled,

continued food waste on a weekly basis, continuing to use the kerbside sort recycling method with refuse collected every three weeks).

It is expected that the new collections would increase dry material recycling by 19-30% and food waste recycling by 8-15%. This would allow savings to be achieved by all SWP partner authorities. Subject to members' consideration at the meeting it is proposed to proceed to a more detailed evaluation of this option prior to a decision being taken in early 2016.

If confirmed, it would be expected to:

- call the new service model *Recycle More*, adopting the scheme name successfully used for the trials.
- apply to most housing in Somerset but, initially at least, not blocks of flats with communal collections who will continue to receive the same frequency of collections.

Further Report and Finance Issues

Once the preferred new service model is confirmed, further work will be undertaken on this option to prepare full proposals for future collections in Somerset, which it is planned to report to the Board in February 2016.

If confirmed as the preferred new service model, Recycle More services (option 6) will allow recycling collections to be improved and savings to be achieved, both through increased diversion of waste from disposal to recycling and reduced refuse collection frequency. Disposal savings on dry materials benefit all partners. Somerset County Council, as the Waste Disposal Authority, saves on disposal costs from materials diverted to recycling and these savings are shared through Recycling Credits with Districts, as the Waste Collection Authorities. Districts will also benefit from lower contract costs due to increased recycling income and reduced refuse collection costs.

Negotiations have started with SWP's collection contractor, Kier, and a formal notice of change will be served on them based on the Board's preferred option. Kier will then be required to provide detailed costings, which will be benchmarked against Somerset-wide costings that will be provided by Eunomia, and saving allocations for all partners will also be prepared.

There is a risk that negotiations with Kier will not be concluded in time for a report to the Board in February 2016, which would result in the report being made in March 2016.

In addition to information on costs, savings and service methods for the preferred new service option, the further report to the Board will include:

- Key lessons from other local authorities and information on markets for new materials.
- Impact assessments for health and safety to staff and residents and for the provision of revised service arrangements to residents.
- Compliance statement for separate collection regulations.
- Service rules and communication and roll-out plans for the new service model.

As detailed in the draft budget for 2016/17, considered alongside this report, it is proposed that the new service roll-out would commence in 2016/17 using ring-fenced income as a pump priming fund (section 2 of the Budget Report also on this agenda). It is not anticipated there would be any financial impact on district council partners in the 2016/17 financial year.

The principles for sharing costs and savings associated with the Recycle More project are set out in paragraph 2.3 and appendix 1 of the Draft Budget for 2016/17.

Once the Board have considered the further report and agreed detailed arrangements for a new service model for future collections, they will need to be ratified by each partner.

Appendix D

Charging For Asbestos and Plasterboard at Somerset Recycling Sites

In order to achieve Medium Term Financial Plan target savings of £136,000, Somerset Waste Partnership proposes to introduce charges to deposit plasterboard and asbestos at the Recycling Centres where these materials are currently accepted. The number of Recycling Centres that accept these materials will not change under the proposal.

If introduced from 4th April 2016, this will result in estimated savings of £78,000 for asbestos disposal and £67,000 for plasterboard disposal in the county. These charges will align Somerset policy to that of Devon County Council and elsewhere. The approach is consistent with the definitions of waste for which charges can be made in the Controlled Waste (England and Wales) Regulations 2012. Charges for other types of DIY and demolition type waste have been in place in Somerset since April 2011.

The attached impact assessment recognises that this proposal carries a number of risks which are considered to be manageable. Reluctantly, allowance has been made in the savings projection for the cost of dealing with elevated levels of flytipping, although this will continue to be discouraged through education and enforcement.

Somerset County Council, through SWP, currently cover the arrangements for and cost of removing asbestos fly tips. This position will not change. Plasterboard is non-hazardous in terms of handling and fly tipped plasterboard would continue to be dealt with by the District Council partners. Any reasonable increase in cost of dealing with plasterboard fly tips by the district partners will be accommodated through the existing formula agreed with the County Council in 2011.

There is no clear alternative to achieving this level of MTFP saving in 2016/17 without reducing the number of Recycling Centre / Community Recycling Sites which would have a significant impact on services delivered to Somerset residents in the catchment areas affected.

Appendix E (Added 21st December 2015)

Van and Trailers – Recycling Centre Permitting

Somerset Waste Board is proposing to consider introduction of a permitting scheme for vans and restrictions for trailers using Somerset's sixteen Recycling Centres / Community Recycling Sites from 3rd October 2016.

The proposal is primarily aimed at reducing congestion at peak times and to avoid the cost of processing unauthorised commercial waste or waste from residents who pay council tax to neighbouring authorities that exclude such vehicles from their own sites.

If, following consideration by SWB, the Van and Trailer Permitting proposal is adopted, double axle trailers (including horse boxes) will not be permitted to use Somerset's recycling sites at all. Single axle trailers will not be permitted to use sites at peak times (Saturday mornings between 8am & 1pm or at any time on a Sunday).

Residents using their own commercial van type vehicle to take their household waste to site will need a permit to deposit their waste. The van permit will be valid for three years. Residents hiring a van will not need a permit, but will need proof that they are Somerset residents and the vehicle is in use on a temporary basis (e.g. hire agreement). Commercial users who pay to use facilities will not require a permit but may be restricted to off-peak periods.

Full details including a full financial and equalities evaluation will be brought to a future meeting of the SWB for detailed consideration and decision. Any changes will be advertised at all centres and using local press / media starting at least three months prior to start.

Other local authorities have introduced full resident permit schemes for all site users. This will also be looked at by the SWB during 2016/17 but this is not in the scope of the current proposal.

Somerset Waste Partnership - Risk Register 2016 to 2017 (draft)
Primary Risks

Ref	Area	Risk	Effect	Raw Score			Mitigation planned	Mitigated Score			Future Actions	Target		
				Impact	Prob.	score		Impact	Prob.	score		Impact	Prob.	Aim
R1	Financial	Pressure to reduce budgets places existing services under financial pressure.	Services may have to change or service providers have to save money by adjusting the service offered.	Med	Hi		Work with contractors to either reduce costs or change service offer to be more affordable.	Lo	Hi		Under guidance from the SWB , agree with contractors delivery of savings.	Lo	Hi	
R2	Financial	Waste growth per household leads to increased volumes of waste requiring collection and/or treatment/disposal	Budget pressure created by increasing waste volumes.	Med	Hi		Implement cost effective treatment and disposal methods. Continued public engagement and interventions to encourage diversion.	Lo	Hi		Meet with suppliers to discuss how to deliver efficiencies. Consider potential for waste to increase during implementation of new service model.	Lo	Hi	
R3	Political	DCLG continues challenge innovation in funding Recycling Centres	Potential to reduce services provided or lead to increased costs.	Med	Hi		Continue to base policy on performance, popularity, effectiveness and affordability. Work with members from all tiers of local government to seek flexibility to ensure continuity of services.	Med	Med		Keep members, and particularly Board Members, informed especially following changes to administration or portfolio holders.	Med	Med	
R4	Political	Political priorities can and will change over time.	Political priorities change. SWP directed to change strategic and operational priorities.	Med	Med		Ensure members are aware of the social, environmental and financial impacts of SWPs services. Keep up to date with latest thinking to ensure opportunities to innovate are	Med	Med		Keep members informed especially following changes to administration or portfolio holders.	Med	Med	
R5	Organisational	Inncorrect balance of operational and strategic support to Managing Director seconded out for c40% of time	Pressures on MD if insufficiently supported at a time of major service review.	Med	Med		Regular comms with link SMG member - Plan workload around highest priorities, reporting staff empowered to work effectively and efficiently under clear delegations	Med	Med		Review effectiveness of current set up by SMG link person and SMG	Lo	Lo	
R6	Operational	Ability of contractors to deliver is reduced or compromised	As pressure is placed on contractors to deliver more with less service may suffer resulting in increased complaints.	Med	Hi		Ensure SWP carries out sufficient monitoring to keep the contractor focused on meeting contractual standards.	Med	Med		Regular meetings with contractors to keep service levels under review and to joint plan developments.	Med	Lo	
R7	Operational	IT Systems - obsolescence and compatability	Inefficiencies due to inadequate IT systems	Lo	Hi		Work with ICT units to improve compatability. Encourage contractors to invest in appropriate infrastructure.	Lo	Med		Keep systems under review.	Lo	Lo	

R8	Operational	Driver shortages	Impact on service delivery if not all rounds deployed. Quality of delivery suffers where inexperienced drivers employed in service delivery.	Hi	Med		Work with contractors to ensure they have policies in place for driver training and retention.	Med	Med		Seek opportunities to improve role of drivers. Work with local colleges to promote driving as a career option.	Med	Med	
R9	Environmental	Weather related	Service disruption caused by weather. Risk of extended localised disruption caused by flooding.	Med	Med		Follow procedures to ensure least disruption to services.	Med	Med		Review and update procedures in light of experience.	Med	Med	
R10	Commercial	Capacity of contractors to develop/improve services/ make new proposals	As service providers broaden their scope resources can be stretched and other areas may be prioritised; performance and commitment to service development may suffer	Med	Med		Work with service suppliers to ensure changes are managed with appropriate resources and services and delivered to expected level.	Med	Lo		Ensure that expectations are made clear and embedded in contractor meetings	Lo	Lo	
R11	Financial	National Spending Review - Further pressure on local government at all levels	Strategic plans based on a short horizon, resulting in short term decisions where longer term planning would be better.	Med	Med		Plan service maintenance and development with long horizon in mind but consider alternatives. Flag risks as appropriate to MD, SMG or Board	Lo	Lo		Where relevant maintain log of service changes that could be reviewed in future subject to affordability.	Lo	Lo	
R12	Political	New service model review results in differing collection service models across Somerset.	Inability to implement county wide service model, resulting in implementation delays and sub-optimal financial savings; increased difficulty of communicating service rules to householders across Somerset.	Hi	Med		Ensure decisions are based on sound business case information, highlighting risks as appropriate, by ensuring SMG, SWP and partner authorities are clearly informed of the full facts. Build consensus through briefings etc	Med	Med		Seek alternative implementation timescales through the planning process to allow further discussion and debate.	Med	Lo	
R13	Operational	SWP resource capacity insufficient to deliver major changes and maintain service levels	Degradation of current service support, resulting increased complaints. Sub standard planning and implementation of any significant changes.	Hi	Med		Ensure Business Case for major changes includes full outline of resource requirements to deliver the changes so budget is available for support.	Lo	Med		Ongoing review of SWP client team structure and priorities.	Lo	Lo	
R14	Operational	Future service model may have unforeseen impacts	Unforeseen issues arise when introducing a new service model to 240,000 households in Somerset resulting in costs or complaints.	Med	Med		Full risk and impact assessments of NSM proposals to ensure key risks are identified and mitigation put in place.	Med	Lo		Constant review of arising risks through roll out of any service changes	Lo	Lo	
R15	Operational	Site infrastructure ages and degrades	Infrastructure at fixed site, particularly recycling sites, degrades to the point where it is hazardous to site staff or members of the public.	Med	Med		Ensure ongoing programme of site inspection, identification of issues and prioritisation of maintenance and repair based on assessed potential impact.	Lo	Med		Review Health and Safety inspection procedures to ensure risks identified and highlighted efficiently	Lo	Lo	

R16	Operational	Collection infrastructure degrades to point of unreliability	Aging collection fleet reaching the end of its expected service life becomes prone to mechanical issues, resulting in failure to collect waste from households and transport it to disposal/bulking points. Aging balers/bulking facilities result in failure to offload materials causing bottleneck at bulking facilities.	Med	High		Ensure ongoing programme of monitoring service issues resulting from mechanical failures. Proceed with vehicle procurement programme, regardless of outcome of New Service Model decisions.	Med	Med		Procure replacement collection fleet. Ensure contractor meeting requirements to provide fit for purpose infrastructure.	Lo	Lo	
R17	Operational	Contractors fail to deliver service to expected service standards	Unspecified issues result in failure to deliver services to contractual standards resulting in increased complaints and increased cost of processing and managing complaints.	Med	Med		Ensure contractors are addressing issues of repeat failure (failure demand) and that supervisory arrangements are as required by the contract.	Lo	Med		Progress with plans to fit trackers to collection vehicles.	Lo	Lo	
R18	Operational	Contractor lacks capacity (skill/experience/resource) to deliver service change effectively	Contractor skill base inadequate to plan and implement complex service change resulting in problems with service in the aftermath of implementation.	Med	High		Ensure contractors are briefed on requirements well in advance. Ensure contractor planning is scrutinised by suitably skilled SWP staff.	Lo	Med		Review contractor's skill base at regular operational meetings and agree actions to ensure it remains adequate in all areas.	Lo	Lo	
R19	Operational	Focus on service development detracts from day to day service delivery focus.	Monitoring and management of contractors reduces to point where service delivery fails resulting in increased complaints.	Med	Med		Ensure full resource allocation plan in place for whole of SWP, optimising staff time in all areas and identifying and mitigating pressure points well in advance. Short term recruitment of adequate staff to cover requirements.	Lo	Lo		Ongoing monitoring of requirements. Ensure staff are skilled to cover certain aspects of other roles as necessary.	Lo	Lo	
R20	Social	Increase in care in the community for people with clinical needs results in significant and sudden increase in demand for household clinical waste collections.	Pressure on current service model; Contractor requests review of contracted price resulting in increased costs.	Low	High		Review structure and role of clinical waste service. Seek cost effective alternatives.	Lo	Med		Build relationships with Health and Social Care teams to predict and plan for future demand.	Lo	Lo	
R21	Organisational	Changes in arrangements with administering authority support service suppliers results in lack of clarity about future of SWP systems support.	Internal systems (in particular CRM system) cease to be supported and fail	Med	Med		Liaise with SCC project management team and ensure SWP requirements are understood and noted so systems continue to be supported	Med	Lo		Explore alternative systems with improved support	Lo	Lo	

Report Number: WSC 6/16
Presented by: Cllr ANTHONY TROLLOPE-BELLEW, LEADER OF THE COUNCIL
Author of the Report: PAUL HARDING, CORPORATE STRATEGY AND PERFORMANCE
Contact Details: MANAGER

Tel. No. Direct Line 01823 356309
Email: P.HARDING@TAUNTONDEANE.GOV.UK

Report to a Meeting of: SCRUTINY
To be Held on: 14 Jan 2016
Date Entered on Executive Forward Plan Or Agreement for Urgency Granted: [Click here and type Date]

DRAFT CORPORATE STRATEGY 2016/20

1. PURPOSE OF REPORT

1.1 The purpose of the report is to introduce the draft Corporate Strategy for 2016/20 as it begins its path through the democratic process.

2. CONTRIBUTION TO CORPORATE PRIORITIES

2.1 The Strategy outlines our strategic direction for the next four years, setting out our vision, priorities, values and principles. It will guide our planning and allocation of resources as we establish detailed corporate and operational plans each year.

3. RECOMMENDATIONS

3.1 That Scrutiny supports the adoption of the Corporate Strategy

4. RISK ASSESSMENT (IF APPLICABLE)

Risk Matrix

Description	Likelihood	Impact	Overall
The Council fails to articulate its priorities leading to missed opportunities and a mismatch between resources and required outcomes.	Possible (3)	Major (4)	High (12)
<i>The mitigation is an agreed Corporate Strategy, supported by Corporate, service and individual plans.</i>	Unlikely (2)	Major (4)	Medium (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 The draft Corporate Strategy 2016-2020 is attached at Appendix A.
- 5.2 This revised Strategy provides a clear direction for the organisation to follow; with four key priority areas where the Council will concentrate its efforts and resources between April 2016 and March 2020.
- 5.3 The key elements of the Strategy are:
- refreshed high-level Corporate Priorities for the Council,
 - design principles for our organisation,
 - refreshed vision and
 - clarity on the role and purpose of the Council.
- 5.4 This Strategy will lead to a more resourceful and responsive organisation that delivers outcomes to our communities in the most efficient and effective way and continues to play a key role in shaping West Somerset.
- 5.5 The Corporate Strategy is not intended to capture everything that the Council does nor does it include the detail of our work and projects. That is the role of the Corporate, Operational and Individual Plans which will flow from the Corporate Strategy.
- 5.6 The Corporate Strategy is the key part of the 'Golden Thread' which sets corporate objectives from which key actions flow.
- 5.7 The illustration below shows the 'Golden Thread' and where the Corporate Strategy fits within this:



6. DEVELOPMENT OF THE STRATEGY

- 6.1 The Strategy is the product of a series of member workshops which took place over the summer, which were organised along broad geographical lines, based upon electoral wards. Approximately 70% of WSDC members attended these workshops.
- 6.2 These workshops were informal events which sought to identify and capture:
- priority ward issues;
 - priority district-wide issues (irrespective of which public body currently has responsibility for these issues);
 - the role and purpose of the Councils;
 - the vision for the authorities.
- 6.3 On 7th September a 'wash-up' session was held. The purpose of the session was to feed back to Members the messages which officers thought they had heard in the workshops, to check their understanding was correct and to provide a further opportunity for Members to shape this area of work.
- 6.4 Following the wash-up session refinements were made to the emerging messages. These were shared with all Members.
- 6.5 Using the refined output, following the 'wash-up' sessions, an initial draft of the Corporate Strategy was prepared. This was shared with the Cabinet, JMT and Tier 4 managers.
- 6.6 Since then the document has been enhanced (largely presentationally), although the key messages remain unchanged.
- 6.7 A draft was provided to JPAG at their meeting of 14 December 2015 for consideration from which a small number of typographical errors were corrected and a new image was introduced to promote the priority area of 'our communities'

7. FINANCIAL/RESOURCE IMPLICATIONS

- 7.1 The Strategy contains *Key Theme 4 – An efficient and Modern Council* – which includes the aims to *Make better use of our land and property assets; transferring or selling assets where it makes sense to do so and Review how services are delivered, by whom and to what standard in order to best allocate our resources.*

8. COMMENTS ON BEHALF OF SECTION 151 OFFICER

- 8.1 The Corporate Strategy provides the context for the medium term financial strategy.

9. EQUALITY & DIVERSITY IMPLICATIONS

9.1 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

9.2 The Council commitment to equalities and diversity is reflected in the Council's Core Values and Principles which are set out within page 4 of the Strategy.

10. CRIME AND DISORDER IMPLICATIONS

10.1 There are no direct implications.

11. CONSULTATION IMPLICATIONS

11.1 Early drafts of the Strategy have been shared with JMT, Tier 4 Managers, the Cabinet and JPAG.

11.2 An online public consultation is taking place throughout January, the findings of which will be shared with JPAG and Cabinet prior to the Strategy being adopted, since the consultation responses may influence the final document.

12. ASSET MANAGEMENT IMPLICATIONS

12.1 The Strategy contains *Key Theme 4 – An efficient and Modern Council* – which includes the aim to *Make better use of our land and property assets; transferring or selling assets where it makes sense to do so.*

13. ENVIRONMENTAL IMPACT IMPLICATIONS

13.1 The Strategy contains *Key Theme 3 – Our Place and Infrastructure* which seeks to keep West Somerset a place to be proud of and one which is well maintained and welcoming to residents, visitors and businesses alike.

14. HEALTH & WELLBEING

Demonstrate that the authority has given due regard for:

- People, families and communities take responsibility for their own health and wellbeing;
- Families and communities are thriving and resilient; and
- Somerset people are able to live independently.

14.1 The Strategy contains *Key Theme 1 – Our Communities* which seeks to help our communities remain sustainable and vibrant is vital in keeping West Somerset a great place in which to live and work and includes particular focus on the wellbeing of older people as rural isolation and loneliness are particular issues in West Somerset.

15. LEGAL IMPLICATIONS

15.1 It is not a legal requirement to produce a Corporate Strategy; however, it is an essential business management tool and will provide a clear framework for officers and members to work within.



West Somerset Council Corporate Strategy 2016 - 20

Our Communities



Business & Enterprise



Our Place & Infrastructure

An Efficient & Modern Council

**"To enable people to live, work and prosper
and for business to thrive in West Somerset"**

Introduction



Cllr. Anthony
Trollope-Bellew
Leader of the
Council

Welcome to West Somerset District Council's Corporate Strategy for 2016-20.

The Strategy outlines our strategic direction for the next four years, setting out our vision, priorities, values and principles. It will guide our planning and allocation of resources as we establish detailed corporate and operational plans each year.

We are committed to putting this Strategy into action and making a difference for local people and business.



Penny James
Chief Executive

We know that our budget remains challenging while the demand for our services that are highly valued by the community is rising. We recognise that we will have to fundamentally transform the way we think and the way in which services are delivered to respond successfully to these challenges and to ensure the Council continues to be a strong voice, at regional and national level, fighting for the best interests of the people and businesses within West Somerset.

Many of the challenges ahead of us cannot be solved by the District Council on its own; partnership working is at the heart of our approach.

We will build upon our successful joint working arrangements with Taunton Deane Borough Council, work positively with our towns and parishes as well as collaborating with a range of other organisations to deliver and enable services to the benefit of all who visit, live and work in West Somerset.

We are determined to preserve and improve the quality of life in West Somerset in a way that is sustainable into the future – both environmentally and financially, and we will target our limited resources to where they will make the biggest difference to the lives of local people through developing our economy and protecting our environment.

Our ambition is to enable people to live work and prosper, and for business to thrive, in West Somerset.

**“To enable people to live, work & prosper
and for business to thrive in West Somerset”**

The Purpose of this Strategy

This Strategy provides a clear direction for the organisation to follow; with four key priority areas where the Council will concentrate its efforts and resources between April 2016 and March 2020.

Our activities will be based on a clear set of values and principles and are dependent upon working together – residents, partners, business, voluntary sector, our colleagues across the public sector and all levels of politicians and public servants regionally in the County of Somerset and London.

This Strategy will lead to a more resourceful and responsive organisation that delivers outcomes to our communities in the most efficient and effective way and continues to play a key role in shaping West Somerset.

This Strategy will provide direction for our Corporate Plan. The Corporate Plan will describe the actions we will take each year in order to achieve our aspirations and sets out how we will monitor and measure our progress.

The Plan will be refreshed annually to take account of any local or national changes.

The Corporate Plan in turn will influence team plans as well as individual plans to ensure very service and every person within the organisation is pulling in the same direction and understand the role they play in achieving the priority outcomes for our communities.



Our Role and Purpose

The Council exists to serve and represent the interests of its citizens and communities and to ensure the provision of the best possible services for its residents.

The Council has various roles to play in order to achieve positive outcomes for our communities:

a Enabling -

for example, working with others such as developers and housing associations to increase the supply of affordable homes within the district;

b Championing / Lobbying –

speaking up for West Somerset at County, regional and national level;

c Public Safety –

protecting the public through our statutory roles in relation to health & Safety, dangerous structures, noise nuisance, food safety, air and water quality;

d Supporting –

our communities and in particular keeping rural communities alive;

e Promoting –

West Somerset as great place in which to live and work as well as to visit;

f Challenging –

the performance and plans of other public service providers (e.g. Police, County Council, NHS);

g Taking Strategic View –

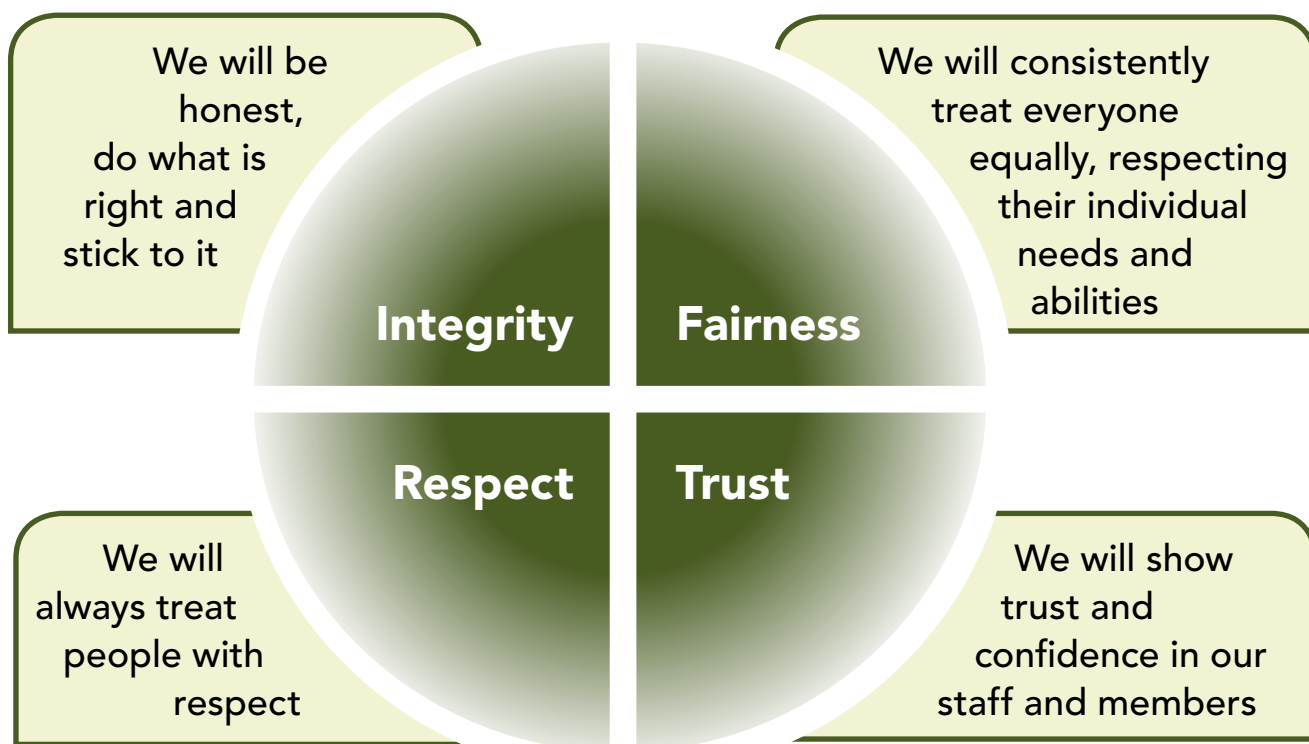
taking a district wide view of the needs of all of the communities within West Somerset and designing service provision around this.

**“To enable people to live, work & prosper
and for business to thrive in West Somerset”**

Our Core Values and Principles

At the heart of this Strategy is a set of core values and principles that express the beliefs of the Council and will underpin the actions of the Council over the next four years.

Our values inform our behaviours



Our Design Principles

Our principles inform our decision making

The following key principles will guide our approach to service delivery and the structure of the Council over the next four years:

- a *West Somerset will remain as a separate democratic Council*
- b *The Council's role will be to help deliver outcomes and will use a wide range of service delivery options and providers to achieve this;*
- c *The Council will embrace the principles of a Social Enterprise - acting commercially to deliver surplus to reinvest in the delivery of our priority outcomes and services;*

Our Design Principles - continued

- d We will solely focus on agreed priority outcomes and be customer centric/focused;*
- e We will minimise governance (internal bureaucracy /'red tape') whilst protecting the principles of transparency, probity, good leadership and management;*
- f Our customer access arrangements will maximise self-service;*
- g We will provide a transparent, open and accessible performance management system that enables effective and timely information to members, staff and customers*
- h All services should offer value for money and be business-like in their approach;*
- i Wherever possible, we should work with partners in our locality to collectively commission locally important services using our combined resources and avoiding duplication;*
- j Councillors should be supported to be active advocates, champions and lobbyists to challenge partners on issues that affect their wards or wider areas;*
- k We will develop an organisation where work is an activity and not a place.
The Council will go to the community rather than require the customer to physically come to it;*
- l We will recruit, retrain, redeploy, and reward our people to ensure we have the right skills, attitudes and behaviours needed to deliver our ambitions;*
- m We will deliver a 'case management' approach to dealing with customers that see's one point of contact take responsibility for customer's issues to the point of resolution. This negates the need for the customer to know how the system operates, which tier of government is responsible and who does what within the Council;*

**“To enable people to live, work & prosper
and for business to thrive in West Somerset”**

Key Theme 1

Our Communities

Why is this important?

Helping our communities remain sustainable and vibrant is vital in keeping West Somerset a great place in which to live and work.



The key issues we aim to influence and improve:

- a *Increase the availability and affordability of homes for local people – to both buy and to rent;*

- b *The retention of young people – West Somerset experiences a net migration of young people which impacts negatively on the sustainability, balance and vibrancy of some of our communities;*

- c *The wellbeing of older people – West Somerset's has the oldest average age of any district in England. Rural isolation and loneliness in particular, are real issues.*

- d *Improved education and skills – provides local people with more rewarding futures and the pool of suitable staff which enables existing and future employers to grow within West Somerset.*

Key Theme 2

Business & Enterprise

Why is this important?

Access to well-paid employment is key to retaining young people and raising living standards across West Somerset.



The key issues we aim to influence and improve:

- a *Encourage inward investment and the creation of new higher-paid jobs for local people;*

- b *Support and promote West Somerset's vital tourism and agricultural sectors;*

- c *Work with stakeholders to improve the skills, knowledge and aspirations of young people in particular;*

- d *Greater promotion of West Somerset as a place in which to set up business;*

- e *Maximise the local economic benefits from Hinkley Point C;*

- f *Push for the rollout of fibre broadband and better mobile phone signal coverage across the District.*

“To enable people to live, work & prosper and for business to thrive in West Somerset”

Key Theme 3

Our Place & Infrastructure

Why is this important?

West Somerset is a beautiful place to visit and in which to live and work. We want to keep West Somerset a place to be proud of and one which is well-maintained and welcoming to residents, visitors and businesses alike.



The key issues we aim to influence and improve:

- a *Support measures and proposals that protect local communities from flooding;*

- b *Influence others to improve the road network within West Somerset and the way in which it is managed and maintained;*

- c *Work with others to find solutions that ensure facilities valued by local communities and visitors (such as public toilets) continue to be available;*

- d *Work with partners and the community to tackle speeding in rural areas;*

- e *Mitigate negative impacts on the community from the construction phase of Hinkley Point C;*

- f *Support improvement of public transport provision within West Somerset.*

Key Theme 4

An Efficient & Modern Council

Why is this important?

Like all Councils, we continue to be challenged by significant budget cuts and pressure on services. Many of the challenges ahead of us cannot be solved by the District Council on its own. We need to continue to collaborate with a range of organisations to deliver and enable outcomes that are important to our communities and find new ways of working that ensure we continue to get the best possible value out of the funds available to us.



The key issues we aim to influence and improve:

- a *Make better use of our land and property assets; transferring or selling assets where it makes sense to do so;*

- b *Review how services are delivered, by whom and to what standard in order to best allocate our resources;*

- c *Facilitate ways of giving members more time in their communities and greater, more timely access to information;*

- d *Work more closely with the County, Town and Parish Councils to achieve mutually desired outcomes for the community.*

**“To enable people to live, work & prosper
and for business to thrive in West Somerset”**

For more information contact

Corporate Strategy & Performance Manager
West Somerset
West Somerset House
Killick Way
Williton, Taunton, Somerset TA4 4QA

Email: customerservices@westsomerset.gov.uk



English

If you would like this document translated into other languages or in Braille, large print, audio tape, or CD please telephone us on 01643 703704 or e-mail us at customerservices@westsomerset.gov.uk

Bengali

অপনি যদি এই দলিলপত্র অন্য কোন ভাষায় অনুবাদ করে চান, বা ব্রেল, বড়ো ছাপার অক্ষর, অডিও-ট্যেপ বা সিডিতে চান, তাহলে আমাদের টেলিফোন করুন এই নম্বরে 01643 703704 বা অথবা ই-মেল করুন customerservices@westsomerset.gov.uk

Chinese

如果你要這文件翻譯成其他語言或盲人凸字,大號字,聲帶,或光碟,請致電我們,電話 01643 703704
或電郵 customerservices@westsomerset.gov.uk

Hindi

अगर आप इस दस्तावेज़ का अनुवाद दूसरी भाषाओं या ब्रेल, बड़े अक्षरों वाली छपाई, ऑडियो टेप, या सीडी में चाहते हैं, तो कृपया हमें इस नंबर पर फ़ोन कीजिये 01643 703704
या यहाँ ईमेल कीजिये customerservices@westsomerset.gov.uk

Portuguese

Se desejar a tradução deste documento para um outro idioma ou em Braille, letras grandes, cassete de áudio ou CD, contacte-nos pelo telefone 01643 703704 ou pelo endereço de correio electrónico customerservices@westsomerset.gov.uk

Polish

W celu uzyskania niniejszego dokumentu w innym języku, w języku Braille'a, wydrukowanego dużym drukiem, nagranych na taśmę dźwiękową lub CD prosimy o kontakt pod numerem telefonu 01643 703704 lub na adres customerservices@westsomerset.gov.uk

Report Number: WSC 7/16
Presented by: Cllr. Mandy Chilcott, Lead Member for Resources & Central Services
Author of the Report: Paul Fitzgerald, Assistant Director Resources
Contact Details:
Tel. No. (Direct Line) 01823 358680
Email: p.fitzgerald@tauntondeane.gov.uk

Report to a Meeting of: Scrutiny Committee
To be Held on: 14th January 2016
Date Entered on Scrutiny Forward Plan
Or Agreement for Urgency Granted:

FINANCIAL STANDING AND MTFP 2016/17

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to inform Scrutiny Committee of the latest status of the Council's financial planning, including the latest Medium Term Financial Plan (MTFP) forecasts and the processes involved in its drafting.

2. CONTRIBUTION TO CORPORATE PRIORITIES

- 2.1 Achieving financial sustainability is a fundamental priority for this Council. This report sets out to demonstrate the effective approach to the development of, and progress in the delivery of, a robust financial strategy that achieves this priority.

3. RECOMMENDATIONS

- 3.1 That Scrutiny Committee notes the financial standing of the Council through the current Medium Term Financial Plan forecasts and the draft budget estimates and proposals for 2016/17, and refers any comments to Cabinet for their consideration.

4. RISK ASSESSMENT

Risk Matrix

Description	Likelihood	Impact	Overall
Risk – the Council is unable to balance the budget in response to ongoing funding reductions and cost pressures	Likely (4)	Catastrophic (5)	Very High (20)
<i>Mitigation – a robust financial strategy is implemented including the delivery of savings and generation of income</i>	Possible (3)	Catastrophic (5)	High (15)

- 4.1 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.
- 4.2 The Council's underlying short-term financial position has improved following action taken in the current financial year and the options available to set a balanced budget for next year. However the Council's longer term financial position is extremely challenging as shown in the Medium Term Financial Plan forecasts. This is explained further within this report.

5. BACKGROUND INFORMATION

- 5.1 The General Fund Revenue Account is the Council's main fund and shows the income and expenditure relating to the provision of services which residents, visitors and businesses all have access to including planning, environmental services, car parks, certain housing functions, community services and corporate services.
- 5.2 The Council directly charges individual consumers for some of its services through fees and charges. The expenditure that remains is mainly funded through a combination of local taxation (including council tax and a proportion of business rates) and through grant funding from Central Government (including Revenue Support Grant, New Homes Bonus and other non-ringfenced and specific grants/subsidy).
- 5.3 Each year the Council sets an annual budget which details the resources needed to meet operational requirements. The annual budget is prepared within the context of priorities identified by Members which are embedded in the Council's current Corporate Plan.
- 5.4 A strategic review of corporate priorities is underway, which will result in a new Corporate Plan being developed which will help to determine where the Council's resources are directed going forward, together with a transformation programme, which are due to be considered by Members in early 2016.
- 5.5 It has been well reported that the Council faces significant and ongoing financial challenges, with a continuation of the annual reductions in Government funding for local council services as the Government seeks to reduce the national deficit.
- 5.6 Members have previously considered a range of important reports that provide background on the Council's financial position and the budget strategy for 2016/17. These include:
- Financial Outturn 2014/15 – Cabinet 5 August / Scrutiny 6 August 2015
 - Medium Term Financial Plan – Cabinet 5 August / Scrutiny 6 August 2015
 - Budget Strategy 2016/17 – Scrutiny 15 October 2015
 - Budget Savings 2015/16 and Earmarked Reserves Review – Cabinet 4 November 2015 / Council 18 November 2015
 - Budget Update and Initial Savings Options 2016/17 – Scrutiny 12 November 2015
 - Fees and Charges 2016/17 – Scrutiny 12 November 2015 / Cabinet 2 December 2015 / Full Council 16 December 2015
 - Budget Update and Further Savings Options 2016/17 – Scrutiny 17 December 2015

- Parking Fees and Charges 2016/17 – Scrutiny 17 December 2015

- 5.7 Continuing with the process followed in respect of the current year, ‘Initial Savings Options’ have been prepared that provide Members with options to reduce the Budget Gap thus aiming to meet the ambition to achieve financial sustainability. The options were reported to and noted by Scrutiny Committee on 12th November 2015. In view of the remaining budget gap Members have also been presented with “Further Savings Options” in order to help deliver a balanced budget for 2016/17. These options were reported to and noted by Scrutiny Committee on 17th December 2015. Further to this, the Council has also reviewed its fees and charges for services, and approved its charges for 2016/17 at its meeting on 16th December 2015.
- 5.8 A “Budget Consultation Pack” has again been provided to all Members (issued on 23rd December 2015), aiming to share details of draft budget proposals and the Provisional Settlement Funding Assessment from Government.
- 5.9 This report provides details of budget estimates and options for 2016/17. The Cabinet is due to finalise its proposed budget in the coming weeks including its recommendation in respect of Council Tax.

6. ROBUSTNESS OF THE BUDGET PROCESS

- 6.1 The Local Government Act 2003 requires a report on the adequacy of the Council’s financial reserves and for the S151 Officer to report on the robustness of the budget plans. Both of these elements will be included in subsequent reports to Cabinet and Full Council in February once the final proposals are known.

7. REVENUE FUNDING POSITION

Provisional Settlement Funding Assessment

- 7.1 The funding settlement for 2016/17 has seen the Council’s main general funding reduce by £281k in cash terms (14.5%). This comprises of Revenue Support Grant (RSG) and Business Rates (BR) Baseline.
- 7.2 The Council also receives New Homes Bonus which is based on housing growth in the district. Nationally, the Government has to date funded increases in New Homes Bonus through a reduction to the ‘pot’ for Revenue Support Grant.
- 7.3 Details of the Provisional Settlement Funding Assessment were issued by Government on Thursday 17th December 2015. This settlement information has been used for the draft budget included in this report. In summary, the headlines are:
- The net Settlement Funding cut by 14.5% in 2016/17. This comprises Revenue Support Grant (RSG) and Business Rates (BR) Baseline.
 - RSG reduced by £290k (34.5%) compared to 2015/16, from £840k to £550k.
 - BR Baseline has increased by 0.8% (in line with September RPI), from £1,092k to £1,101k.
 - New Homes Bonus (provisional) grant increased by £143k, to £714k.
- 7.4 The following table summarises updated funding baseline:

Table 1 – Provisional Settlement Funding Assessment headline figures

	2014/15 £k	2015/16 £k	Change £k %		2016/17 £k	Change £k %	
Updated RSG Baseline	1,225	840	-385	-31.4%	550	-290	-34.5%
Business Rates Baseline	1,071	1,092	21	1.9%	1,101	9	0.8%
Total Funding Baseline	2,296	1,932	-364	-15.9%	1,651	-281	-14.5%

7.5 The final Settlement is not likely to be received until February and there is a (small) risk that final figures will be different – details will be reported to Members as soon as they become available.

7.6 As can be seen the projected reduction in our funding baseline is £281k over the next year, in addition to the £364k reduction seen in the previous year. This represents a general funding reduction of **£645k** or **28.1%** in cash terms over the 2 year period. The reduction is greater in real terms.

Revenue Support Grant (RSG)

7.7 The Provisional Settlement indicates our RSG for 2016/17 will be £550,320. This is a reduction of £289,268 or -34.5% compared to 2015/16.

7.8 Information included in the Provisional Settlement announcement on 17 December has confirmed our previous expectations that RSG will reduce effectively to nil in future. Our projections in the MTFP, based on information provided with the Provisional Settlement, assume that RSG will diminish to £6k by 2020/21. However, details beyond 2016/17 may be subject to change, although the Government has indicated there is an option to agree a four year settlement which would (in theory) give authorities more certainty for financial planning.

7.9 Indicative figures for West Somerset are as follows:

	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
RSG	839,588	550,320	316,885	170,193	6,340
Reduction against previous year		-289,268 34.5%	-233,435 42.4%	-146,692 46.3%	-163,853 96.3%

Rural Services Delivery Grant

7.10 Included in the Provisional Settlement it was stated that that Rural Services Delivery Grant (RSDG), which has previously been included within Revenue Support Grant, will be paid as a separate non-ringfenced grant in 2016/17.

7.11 The national pot is increasing from £15.5m in 2015/16 to £65.0m in 2019/20. Indicative figures for West Somerset are:

	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
RSDG	40,903	52,778	92,362	131,946	171,530
Increase against previous year		11,875 29%	39,584 75%	39,584 43%	39,584 30%

Retained Business Rates

- 7.12 The Provisional Settlement indicates our Business Rates Baseline for 2016/17 will be £1,100,695, an increase of £9,097 or 0.8%. The Baseline is due to increase by RPI each year - the September 2015 RPI is 0.8%.
- 7.13 Our budget figures for business rates will be based on local estimates of business rates income, which will most likely be different from the Government's Baseline figures shown above.
- 7.14 The current estimates for the 2016/17 retained business rates funding are based on indicative amounts included on the Budget Consultation Pack following the Provisional Settlement. The Government has recently issued the related detailed guidance and forecast template (the "NDR1") and further work is required before the budget is finalised. Final estimates will be prepared and included in the report to the Cabinet on 3rd February 2016.
- 7.15 The indicative estimates currently included with the Draft Budget in this report are summarised as follows:

Table 2 – Business Rates Funding Estimates

	Budget 2015/16 £k	Indicative 2016/17 £k	Change £k
Standard Share of business rates income	4,608	4,121	-487
Less: Tariff payable to Government	-3,036	-3,062	-26
Less: Levy Payment to Government	-435	-176	259
Add: S31 Grant Income (government-funded reliefs)	408	530	122
Add: Renewal Energy Business Rates retained	10	0	-10
Net Retained Business Rates Funding	1,555	1,413	-142

- 7.16 The indicative budget forecast for retained business rates income has decreased by £142k in 2016/17. This is due to the lower than previously estimated increase in RPI of 0.8% as detailed above together with the impact that Business Rates appeals. Significantly this reflects the outcome of the Hinkley B appeal in May 2015 as well as a spike in other appeals at the end of the 2014/15 financial year, driven in part by the change in regulations introduced in April 2015 as reported in the 2014/15 Outturn report.
- 7.17 Through the Autumn Statement 2015, and subsequent Provisional Settlement Funding Assessment announcements on 17th December 2015, the Government has confirmed its intention to move to 100% retention of business rates funding by local authorities by the end of this Parliament. At this stage there are no firm indications of how this will work – and the Government plans to engage with local authorities to gather information before undertaking a formal consultation on proposals in the summer of 2016. No assumptions are currently made within our financial planning regarding any changes to our business rates funding following the consultation. It is anticipated the outcome of the consultation will be reflected in the Settlement details in December 2016.

New Homes Bonus Grant (NHB)

- 7.18 The New Homes Bonus (NHB) Grant has been in place since 2011/12. It is funding allocated by Government, separate to Revenue Support Grant and Business Rates, which incentivises and rewards housing growth. The NHB grant is non-ringfenced which means the Council is free to decide how to use it. The current scheme design sets out that each year's Grant allocation will be payable for six years. The Government has recently announced the Provisional NHB Grant allocation of £713k for 2016/17. This is £4k more than the previous MTFP forecast. The total grant is also an increase of £142k (24.8%) compared to the grant for 2015/16.
- 7.19 The Government has also issued a consultation document as part of the Provisional Settlement outlining possible changes to New Homes Bonus Funding. There are a number of options being proposed but the indications are that the number of years allocation will drop and for the purposes of the MTFP forecast we are assuming that in 2017/18 we will only receive 5 years allocation and in 18/19 and subsequent years we will only receive a 4 year allocation. This has been reflected in the Forecast table below.
- 7.20 Historically, all NHB Grant has been used to support ongoing spending of the Council, with a small proportion allocated to support capital spend during 2015/16. The proposed changes to the funding, if implemented will have a material effect on the future funding gap and will make the setting of a balanced budget even more challenging. This risk also highlights the need to address the current gap by means of ongoing savings proposals rather than relying on reserves which will be directly impacted by this new threat to funding. NHB is clearly a significant source of funding for the Council. Any future changes to the scheme following the Government's review will be reported to Members and reflected in the MTFP in June/July or as soon as possible thereafter. The consultation concludes on 10th March 2016. The following table summarises the grant income (rounded figures) to date and future estimates currently included in the MTFP.

Table 3 – New Homes Bonus Grant Forecast

	11/12 £k	12/13 £k	13/14 £k	14/15 £k	15/16 £k	16/17 £k	17/18 £k	18/19 £k	19/20 £k	Cumulative £k
2011/12 Grant	91	91	91	91	91	91				546
2012/13 Grant		147	147	147	147	147				735
2013/14 Grant			145	145	145	145	145			725
2014/15 Grant				60	60	60	60			240
2015/16 Grant					128	128	128	128		512
2016/17 Grant						142	142	142	142	568
Subtotal	91	238	383	443	571	713	475	270	142	3,326
2017/18 Estimate							146	146	146	438
2018/19 Estimate								63	63	126
2019/20 Estimate									50	50
Total	91	238	383	443	571	713	621	479	401	3,940

Housing Benefit & Council Tax Admin Grant

- 7.21 The Council receives separate grants towards the administration of housing benefit and council tax rebate. The provisional grant allocations for 2016/17 have not been received in full and therefore this report contains the assumptions within the current

Medium Term Financial Plan, which is £161,753 compared with £219,064 received in 2015/16. This represents a reduction of £57,311 (26.2%).

- 7.22 This will be updated in time for the Cabinet report due to be shared at the beginning of February.

Council Tax

- 7.23 The Cabinet has not yet submitted its Council Tax proposal for next year. Presently the MTFP includes an *officers' assumption* for a council tax increase of 1.99% in 2016/17.
- 7.24 The Council Tax referendum threshold was 1.99% in 2015/16. The Secretary of State has again announced that the referendum threshold has been set at 1.99%, however certain Councils, of which West Somerset is one, are eligible to increase their Council Tax by a maximum of £5 in 2016/17 before triggering a referendum.
- 7.25 Using the Council Tax Base for 2016/17 and assuming a 1.99% increase the draft budget estimate for council tax income is therefore $13,481.99 \times £143.36 = £1,932,778$ (excluding parish precepts). This represents a total increase in income of £47,059 compared to 2015/16 (£9k in respect of tax base, £38k in respect of rate increase).
- 7.26 If the Council were to increase the tax rate by £5 rather than by 1.99% assumed above, this would generate an additional £67k Council Tax income in total for the Council, which would be £30k more than the current amount in the draft 2016/17 budget estimates.
- 7.27 It was also notable from the Settlement announcement that the Council are also able to apply a "shadow precept" with an increase of 1.25% against the 2015/16 tax rate for the purpose of funding the Somerset Rivers Authority pending its establishment. This would raise an additional £23,728 ($£140.56 \times 1.25\% = £1.76 \times 13,481.99$ Band D Equivalent).
- 7.28 If Members decide to increase the tax rate by £5 and apply the 1.25% increase to precept for the SRA, the total tax increase would be:

Table 4 – Potential Tax Increase Including SRA Precept

Current Basic Tax Rate	140.56
SRA "shadow precept" at 1.25%	1.76
Maximum Basic Tax Rate increase before referendum is needed	5.00
Potential Band D Equivalent	147.32
Potential increase as a percentage	4.81%

8. ADDRESSING THE BUDGET GAP

- 8.1 The key challenge with budget setting is to present options for Members to consider to address the budget gap. Table 5 below summarises the changes to draft budget estimates since the Scrutiny meeting on 17th December 2015 when the estimated Budget Gap was a deficit of £549k. The latest Budget Gap projection following the Provisional Settlement and other proposed changes shows a deficit of £252k.

Table 5 – Further Changes to the Budget Gap

	See Par a	£k	Gap £k
Budget Gap Estimate as reported to Scrutiny on 17th December 2015			549
MRP Holiday (3 years from 15/16)	8.2	-143	
RCCO budget not required in 16/17 – one off saving	8.3	-39	
Housing Benefit overpayment recovery change	8.4	-45	
Provisional Settlement Changes:			
Increase in NHB allocation	8.5	-4	
Rural Services Delivery Grant	8.6	-53	
RSG reduction – separate out Rural Services Delivery Grant	8.6	41	
RSG estimate updated per Provisional Settlement	8.7	-19	
Car Park fees and charges – subject to Full Council approval in January	8.8	-35	
Business Rates Retention – final estimates		TBC	
HB and CTRS Admin Grant		TBC	
Terms and Conditions Review		TBC	
Budget Gap / (-) Surplus Latest Estimate			252

- 8.2 **MRP Holiday (3 years from 2015/16):** Following the budget gap estimate reported to Scrutiny on 17th December 2015, there is a proposal to take a three year MRP “holiday” but with a mitigating action of setting aside the equivalent amount in capital receipts reserves (£143k x 3 years) thus retaining a prudent stance but relieving some of the pressure on the revenue budget. There are sufficient capital reserves to make this affordable following capital asset sales in 2015/16.
- 8.3 **Revenue Contribution from Capital Outlay (RCCO):** Following detailed estimate work it has been determined that a reduction of £39k is possible in respect of RCCO and therefore this can be set aside to reduce the underlying budget gap. This assumes no revenue funding is needed to support the 2016/17 Capital Programme (see later in this report).
- 8.4 **Housing Benefit Overpayments:** Through the 2015/16 budget monitoring process a predicted underspend has been reported in relation to Rent Allowances. This is in respect of invoices being raised to recover monies from overpayments of housing benefit that have been made. It has been estimated that an ongoing saving of £45k can be reflected in 2016/17 to reduce the underlying budget gap for 2016/17.
- 8.5 **Increase in New Homes Bonus Allocation:** As detailed in Section 7.17 above our initial estimates were very close to the figures announced within the Provisional Settlement, however an increase of £4k can be used to contribute towards reducing the underlying budget gap.
- 8.6 **Rural Services Delivery Grant:** Within the Provisional Settlement the Rural Services Delivery Grant has now been split out of Revenue Support Grant. The net increase in this grant is £12k but for transparency we have shown the movement in the table above as the gross amounts.
- 8.7 **Revenue Support Grant Increase:** Within the provisional settlement Revenue

Support Grant is £19k higher than previously included within MTFP forecasts – but still a significant cut as shown earlier in this report.

8.8 **Car Park Fees and Charges:** As reported to Scrutiny Committee on 17th December 2015 there are proposals being considered, that if approved later this month, will reduce the budget gap by £35k.

8.9 As reported to Scrutiny Committee on 17th December it is important to note that there are some areas of the budget estimates yet to be finalised or confirmed which could change the forecast position – notably business rates funding, HB and CTRS Admin funding, and impact of the Terms and Conditions Review. It is anticipated these will be finalised when the Draft Budget is reported to Cabinet in February.

9. **MEDIUM TERM FINANCIAL PLAN FORECAST**

9.1 The Council prepares its annual budget within the context of the Medium Term Financial Plan. This provides estimates of the budget requirement and budget gap in future years. The following table provides a summary of the current indicative MTFP based on the current draft budget estimates including savings proposals.

Table 6 – MTFP Forecast

	2016/17 £k	2017/18 £k	2018/19 £k	2019/20 £k	2020/21 £k
Forecast Net Expenditure *	4,927	5,129	5,462	5,655	5,787
Earmarked Reserve Transfers	-2,780	0	0	0	0
General Reserve Transfers	0	0	0	0	0
Parish Precepts	871	871	871	871	871
NET BUDGET	3,018	6,000	6,333	6,526	6,658
Retained Business Rates	-1,412	-1,443	-1,473	-1,504	-1,536
Business Rates – Surplus/Deficit	2,780	0	0	0	0
Revenue Support Grant	-550	-317	-170	-6	-6
New Homes Bonus	-714	-621	-479	-402	-310
Rural Services Delivery Grant	-53	-92	-132	-172	-172
Council Tax – WSC	-1,933	-1,982	-2,034	-2,087	-2,141
Council Tax – Surplus/Deficit	-13	0	0	0	0
Council Tax - Parishes	-871	-871	-871	-871	-871
FUNDING AVAILABLE	-2,766	-5,326	-5,159	-5,042	-5,036
Budget Gap – In Year	252	422	500	310	138
Budget Gap – Cumulative	252	674	1,174	1,484	1,622

9.2 The net budget and funding for 2016/17 are noticeably lower than in future years. This is due to the Business Rates Collection Fund Deficit of £2.78m as a result of the successful Hinkley Point Business Rates appeal, which reduces each figure by this amount. This was provided for at the end of 2014/15 and set aside within an earmarked reserve to mitigate the deficit in the budget and therefore is shown as an 'in and out' transaction in the above table.

9.3 Whilst the agreed budget strategy for this year is focussed on the short-term target of balancing the budget for next year, it is very important for Members to note the longer term budget gap and consider the ongoing financial pressures through the

budget process – **the scale of challenge over the Medium Term Financial Plan remains substantial and serious.**

10. BUDGET PROPOSALS AND OPTIONS

- 10.1 Throughout the budget setting process, whilst a primary focus has been to identify proposals that deliver the priorities and ambitions of the Corporate Business Plan and minimise the impact of budget reductions, it is inevitable that some proposals will affect front line services in future although minimal impact is expected for 2016/17.
- 10.2 With this in mind the Council’s management team and Lead Members have been working on a range of options that Members are requested to consider for 2016/17. The options are set out in Appendix A and B and Confidential Appendix C and D.
- 10.3 If all of these are implemented they will provide ongoing savings of £258k in 2016/17, as can be seen from the table below.

Table 7 – Savings Proposals and Options

	Proposals 2016/17 £k
Initial Savings Options Appendix A	-108
Further Savings Options Appendix B	-89
Initial Savings Options Confidential Appendix C	-6
Further Savings Options Confidential Appendix D	-55
Total of Savings Options	-258

- 10.4 Members are reminded that there are still some risks and uncertainties in the budget estimates at this point and more importantly that the medium term picture remains serious and extremely challenging. Whilst the savings options would close the current estimated gap, this gap could change and be potentially adversely affected before final budget decisions are considered in February 2016 (e.g. through business rates estimates and HB Admin Grant).

11. GENERAL RESERVES

- 11.1 The Council considers its reserves position as part of the overall financial framework that underpins the Budget Strategy.
- 11.2 The General Fund Reserves position as at 1 April 2015 was £530k. Taking into account approved changes during the year, the projected balance as at 31 March 2015 is £874k. This projection must however be caveated with the uncertainty of the Business Rates final position and final calls on reserves from the Final Settlement and late pressures.

Table 8 – General Reserves

	£
Balance Brought Forward 1 April 2015	529,899
<i>Supplementary Budget Allocations:</i>	
Wheddon Cross public convenience	-12,000
Exford public convenience	-9,000
Transfer of 2015/16 budget savings	212,092

	£
Transfer of earmarked reserves	156,119
Asset compliance supplementary costs	-80,000
Current approved balance	797,110
MRP Savings in 2015/16 (subject to revised policy approval)	82,200
MRP Holiday in 2015/16 (subject to use of capital receipts in lieu)	143,100
Recommended transfer of surplus earmarked reserves	51,500
Recommended transfer to Business Rates Smoothing Reserve	-200,000
Sub-total: Updated Balance	873,910
Possible changes for final Business Rates forecast	?
Possible mitigation of Autumn Statement impact	?
Housing Benefit and Council Tax Rebate Admin Grant	?
Amount required to balance 2016/17 budget gap	?
Remaining Unallocated Balance	?

MRP In-Year Savings

- 11.3 Following a review of the basis and method for calculating the annual Minimum Revenue Provision (MRP) payments to reduce capital borrowing (known as the “Capital Financing Requirement (CFR)”, it is proposed to base this on the weighted average asset life. This would reduce the MRP cost from £216,300 to £143,100 in 2016/17, therefore resulting in an in-year saving of £73,200.

MRP “holiday”

- 11.4 Following the recent completion of the sale of land at Seaward Way in Minehead, the Council’s unallocated capital receipts reserve balance is more than £1.5m.
- 11.5 Previously the Council has planned to use £1.7m of surplus capital receipts to repay capital debt. Cabinet is minded to review this, alongside the review of MRP, as it is appropriate to plan on the basis that the Council is going to need capital resources to fund transformation as well as future capital programme requirements.
- 11.6 Whilst preserving capital resources is important in the above context, there is also an opportunity to use part of the capital receipts reserve to fund a prudent provision for capital debt repayment on an annual basis for the period 2015/16 to 2017/18 (three years) and in doing so enable the Council to take an MRP holiday i.e. remove the requirement to fund MRP from the Revenue Budget for the same period. This approach (subject to policy approval) will provide the Council with revenue savings of £143,100 per year in 2015/16, 2016/17 and 2017/18. These savings will be one-off, with the expectation that MRP costs of £143,100 will be included in the annual revenue budget requirement from 2018/19 onwards. Formal recommendations to Cabinet and Council will be included in the budget reports in February 2016.

Surplus Earmarked Reserve

- 11.7 Full Council on 18 November approved the transfer of surplus earmarked reserves of £156,119 to general reserves.
- 11.8 The Council has also recovered costs in respect of Economic Development staff time seconded to the LEP providing an income surplus in the current year. Economic development capacity is incorporated into the planned delivery of Hinkley-funded

activity from April 2016 therefore, a further in year saving of £51,500 has been identified in the current year (£39,384 earmarked reserve surplus plus £12,116 income). It is proposed to transfer these savings to General Reserves in the current year.

Business Rates Smoothing Reserve

- 11.9 As previously reported, the Council's share of business rates funding can be volatile. Financial provisions are maintained in respect of appeals and bad debts, however there remains a risk that rating income can fall below our budget estimates. The Council has previously maintained a Business Rates Smoothing Reserve which provides a contingency for volatility in the Council's retained funding. The impact of Hinkley B and other appeals has fully absorbed the reserve balance, and in recognising this the Council agreed to transfer £200,000 to the Smoothing Reserve in 2015/16.
- 11.10 Despite holding this contingency, and the previous Hinkley B appeal being concluded, the risk of funding volatility in future remains high. For example, within the current draft estimates for 2016/17 the Council could experience funding losses of approximately £260,000 before a Safety Net payment is triggered.
- 11.11 It is therefore prudent for the Council to increase its contingency to cover the impact of budget losses on business rates funding, and an additional transfer of £200,000 from General Reserves to the Business Rates Smoothing Reserve is recommended. This would increase the Smoothing Reserve balance to £400,000, which will enable the Council to mitigate losses in the short term and provide time to implement any necessary action to respond to a change in the underlying funding position. It may be necessary to review this amount when the details of the Funding Assessment are announced and/or when the business rates retention budget estimates are completed.
- 11.12 Overall the projected reserves balance provides some short-term financial resilience for the Council. This is really important in the context of the approved Budget Strategy for 2016/17 and the tough financial challenges ahead. The S151 Officer is currently reviewing the recommended minimum reserves, and will report this formally as part of the "adequacy of reserves" statement in February. It is currently anticipated this will propose the minimum balance remains at £500k, with a request to operate with a "working balance" of at least £600k to provide some tolerance to in-year fluctuations. This would leave approximately £273k as a contingency balance. It is advisable to aim to balance the 2016/17 without the need to use general reserves if possible because of the uncertainty of future funding streams such as New Homes Bonus, and to recognise the risks and potential costs not currently reflected in the MTFP (such as transformation projects, asset maintenance, unforeseen costs).

12. CAPITAL PROGRAMME

- 12.1 In view of the limited capital resources and future ambitions regarding transformation, only bids for essential spend or those that are funded through grants and contributions have been sought from services. The table below sets out the proposed capital schemes for 2016/17 and suggested funding for these schemes:

Scheme	Priority	Cost £	Funding		
			Capital Receipts £	Grant £	Total Funding £
Offsite Backup Facility	1	15,000	15,000		15,000
IT Hardware Replacement	1	2,500	2,500		2,500
Disabled Facilities Grant	2	241,000		241,000	241,000
		258,500	17,500	241,000	258,500

Offsite Backup Facility £15k

- 12.2 This will enable automated offsite backups of WSC's data to be taken every night rather than the weekly manual tape based process at the moment. The solution consists of a hardware back up 'appliance' that would be situated remotely – not at West Somerset House. This proposal also requires an ongoing revenue commitment of £1,500 per annum for five years (the estimated useful life of the asset). The cost of the current tape-based system is £8k per annum, this would potentially produce a revenue saving in the longer term.

Annual Hardware Replacement £2.5k

- 12.3 This provides a contingency budget for essential desktop and laptop computer replacements over four years old to ensure staff work efficiently and effectively to reduce the number of helpdesk calls regarding the usage of old computers. It is envisaged further investment will be needed as part of services and IT transformation and this will be incorporated within the business planning for transformation.

Disabled Facilities Grants (Private Sector) £241k

- 12.4 The Council has a statutory duty to provide grants to enable the adaptation of homes to help meet the needs of disabled residents. The grants are means-tested and it is currently estimated the Council will receive a grant of £241,000 from Somerset County Council's Better Care Fund, providing the necessary funding to make this scheme affordable. The actual grant for 2016/17 has not yet been confirmed therefore the same level of funding as 2015/16 is currently included in the draft capital budget.

13. FINANCIAL/RESOURCE IMPLICATIONS

- 13.1 Contained within the body of the report.

14. COMMENTS ON BEHALF OF THE SECTION 151 OFFICER

- 14.1 The Provisional Funding Assessment has confirmed that our funding forecasts were reasonably accurate, and shows a steep reduction in funding particularly in respect of Revenue Support Grant. Of significant concern is the current review of New Homes Bonus which suggests this funding source will also be reduced in future years. Whilst the MTFP has been updated to reflect an initial best estimate of the reduction, the position could be worse which is a big risk in the context that the Council relies on this grant fully to fund local services each year.
- 14.2 Subject to finalising a few final budget estimates there are options being presented to Members that should enable the Council to set a balanced budget for next year, and if necessary there is some (but limited) scope in reserves to contribute to this if needed. I would strongly advise that using reserves is supported by a plan to make

sustainable ongoing savings in the following year, as reserves only provide a one-off plug for the budget.

- 14.3 It will be a significant achievement to set a balanced budget for 2016/17, however the financial challenge remains serious and Members are encouraged to continue to engage in the budget process and carefully consider the difficult decisions that will be needed not only in respect of 2016/17 but also for the longer term.

15. EQUALITY & DIVERSITY IMPLICATIONS

- 15.1 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 are:

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

- 15.2 Each budget option must be examined to assess what impact it may have on equality and diversity. Equalities Impact Assessments are included in Appendices E-R.

16. CRIME AND DISORDER IMPLICATIONS

- 16.1 There are no direct implications connected to the recommendations in this report.

17. CONSULTATION IMPLICATIONS

- 17.1 Some of the options put forward will need consultation with external organisations including Town and Parish Councils and voluntary/charitable groups.

18. ASSET MANAGEMENT IMPLICATIONS

- 18.1 There are limited asset management implications in respect of the budget options under consideration. The Capital Programme is yet to be determined, and there is a risk that the lack of capital resources limits the Council's ability to invest in significant capital maintenance in the short term.

19. ENVIRONMENTAL IMPACT IMPLICATIONS

- 19.1 Each option must be examined to assess what impact it may have on the environment – no significant implications have been identified in respect of the Savings Options under consideration.

20. HEALTH & WELLBEING

Demonstrate that the authority has given due regard for:

- People, families and communities take responsibility for their own health and wellbeing;
- Families and communities are thriving and resilient; and
- Somerset people are able to live independently.

20.1 Health and wellbeing implications have been considered in respect of Initial Savings Options, with a summary of impact set out in Appendix A.

21. LEGAL IMPLICATIONS

21.1 S.32 of the Local Government Finance Act 1992 sets out in detail how the Council must calculate its budget by estimating gross revenue expenditure, net income, and the council tax needed to balance the budget; S.25 of the Local Government Act 2003 requires the Chief Finance Officer (Strategic Director/S151 Officer for this Council) to report on the robustness of the budget-setting estimates and the adequacy of the proposed financial reserves.

WEST SOMERSET COUNCIL - 2016/17 SERVICE / BUDGET OPTIONS

AD	Lead Member	Service Option Heading	Description of the Service Option	2016/17	2017/18	2018/19	Ongoing Savings £	Business Case: Service Impact Explained	Risk Management	Public Impact	Operational Impact	Confidence	Equalities Impact Assessment
				£	£	£							
INITIAL SAVINGS NON-CONFIDENTIAL													
RS	Chilcott	ICT Annual Maintenance and Support	Remove the "unspecified web enhancements" element of the budget	5,000			5,000	This means that we won't be able to develop the existing website to work with mobile devices and will need to look to the Transformation funding to fund web development. Reduces opportunity to improve accessibility prior to transformation.	Risks increased customer dissatisfaction in the short term and reduces the scope for self-service. Risks losing the SOCATIM 3 star rating for the website.	Med	Med	High	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
RS	Chilcott	Annual Customer Satisfaction Survey	Cease to undertake the survey which saves external production, packing & postage costs	1,500			1,500	There is no statutory requirement to issue a survey, although this is a key indicator for JMASS Phase 1. (Note: Of the 18,000 surveys issued last year, 785 responses were received)	Reduces level of assurance regarding public opinion of service delivery and the Council's ability to benchmark	Low	Low	High	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA. It is noted however that this option reduces understanding of the perceptions of different groups within our community.
RS	Chilcott	IT Infrastructure	Predicted underspend that we judge can safely be removed from the budget.	4,000			4,000	Predicted underspend with no service impact.	No material risks identified	Low	Low	High	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
RS	Chilcott	Communication lines	Cancel link between Minehead depot and Contact Centre office as no longer required	5,000			5,000	No service impact.	No material risks identified	Low	Low	High	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
IT	Mills	Marketing the area through culture	Remove Grant to Artlife	6,000			6,000	Reduction will remove the provision for culture and creative industries in West Somerset. This will reduce the ability to deliver the outputs currently within the SLA.	Reputational risk through removing general fund support for arts and culture. Support is provided for bids to other funding sources.	Med	Low	High	See impact assessment provided with report - Appendix E
BL	Chilcott	Legal Services	Realignment of SHAPE legal partnership costs to reflect current demand and costs	2,800			2,800	No impact on service delivery - budget will more accurately reflect confirmed costs of the partnership arrangement.	No material risks identified	Low	Low	High	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
AG	Morgan/Chilcott	Contribution from HPC funds to corporate costs	Sustainable contribution from HPC S106 towards the corporate costs of the Council employing and managing staff	50,000			50,000	The contribution reflects the resources needed to deliver the activities required and funded, and is dependent upon the Final Investment Decision by EDF to proceed with Hinkley C.	That EDF make their FID by end of 2015 and Transition to the DCO in early 2016 (which is when all future payments are paid / are locked into a firm timetable for payment (i.e. first anniversary of Transition, second anniversary of Transition, etc.))	Low	Low	Med	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
PF	Chilcott	Finance	Debt collection enforcement agent fees	3,500			3,500	Budget reduced to reflect current need. Leaves £500 for extreme cases where collection agents needed for corporate debts and costs not funded by debtors.	No significant risks identified	Low	Low	High	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
PF	Chilcott	Finance	Insurances	1,600			1,600	Insurance costs recharged to tenants of council properties, not currently reflected in the budget. Can be incorporated subject to any future asset changes.	There is a risk of bad debt, which is considered to be low.	Low	Low	High	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
PF	Chilcott	Finance	Interest costs	2,000		(2,000)	0	Based on current borrowing requirements and interest rates, it is feasible to reduce the interest budget for two years. Total budget will be £13,000 in 2016/17 and 2017/18.	Interest rate and cash flow volatility, and/or council decisions to incur additional capital borrowing could put pressure on budget	Low	Low	Med	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
SL	Westcott	Voluntary and Community Grants	Home Start West Somerset - Reduction in grant funding	2,000			2,000	This proposal would see a reduction of the annual grant from £3,000 to £1,000. The grant helps to fund highly valued service to vulnerable and hard to reach households, and can lever in additional funding for local projects and initiatives.	The reductions in grant funding places a risk to continuity or reduction of services available.	Med	Med	Med	See impact assessment provided with report - Appendix F
SL	Westcott	Voluntary and Community Grants	Engage West Somerset - Reduction in grant funding	2,000			2,000	This proposal would see a reduction of the annual grant from £3,000 to £1,000. The grant helps to fund highly valued service to vulnerable and hard to reach households, and can lever in additional funding for local projects and initiatives.	The reductions in grant funding places a risk to continuity or reduction of services available.	Med	Med	Med	See impact assessment provided with report - Appendix G
SL	Westcott	Voluntary and Community Grants	CLOWNS - Reduction in grant funding	2,000			2,000	This proposal would see a reduction of the annual grant from £3,000 to £1,000. The grant helps to fund highly valued service to vulnerable and hard to reach households, and can lever in additional funding for local projects and initiatives.	The reductions in grant funding places a risk to continuity or reduction of services available.	Med	Med	Med	See impact assessment provided with report - Appendix H

AD	Lead Member	Service Option Heading	Description of the Service Option	2016/17	2017/18	2018/19	Ongoing Savings	Business Case: Service Impact Explained	Risk Management	Public Impact	Operational Impact	Confidence	Equalities Impact Assessment
				£	£	£							
SL	Westcott	Voluntary and Community Grants	Exmoor Lengthsman - Removal of grant funding	2,000			2,000	The contribution towards the Lengthsman would be removed in full due to the Council's affordability challenge. It is recognised that the grant helps to fund a highly valued service.	No material risks identified	Med	Med	Med	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
CH	Mills	Removal of the Dulverton car parks lease	Bring back the Dulverton car parks under WSC control, with WSC benefiting from the parking income	10,000	0		10,000	Cease the current lease arrangements with DTC with WSC taking back the income from pay and display, and parking fines.	DTC will lose a funding stream that they currently have from the parking income	Low	Med	High	See impact assessment provided with report - Appendix I
CH	Mills	Increase price of shopper permits	Increase price of shopper permits from £35 to £40, that reduces the level of subsidy for this parking provision and increases contribution towards cost of administration.	800			800	Shoppers will continue to access convenient parking provision at a low cost to them.	Small risk of fluctuation in demand for these permits has been reflected in the financial estimates.	Low	Low	High	See impact assessment provided with report - Appendix J
CH	Mills	Increase price of car park permit	Increase charges for car park permits 'Named' from £110 to £160 for 6 months and £150 to £210 for 12 months; 'District' from £160 to £180 for 6 months and £250 to £310 for 12 months; 'Business' from £200 to £220 for 6 months and £320 to £400 for 12 months.	10,000	0		10,000	The increase reduces the level of subsidy to permit holders, whilst maintaining low cost parking option for regular users.	Small risk of fluctuation in demand, however revised charge rates remain financially attractive to customers. Limited demand impact expected within financial estimates.	Low	Low	High	See impact assessment provided with report - Appendix J
CH	Mills	Blue badge charges	Implement charges for blue badge holders on the same schedule as the rest of the week	14,500	0		14,500	Implement disabled parking charges on the basis of the current schedule. Will require some up front alterations to signs and payment machines.	This option is easy to implement with limited one off costs, but may be unpopular.	Low	Low	High	See impact assessment provided with report - Appendix K
CH	Mills	Car parking charges	Revision of summer parking tariffs, designed to influence usage through turnover and convenience of parking for tourist traffic and trade.	9,700	0		9,700	The detail of the tariffs per car park are due to be consulted upon in line with the Traffic Regulation Order, with a view to implementing revised charging schedule from June 2016. Initial estimates suggest resulting impact on income could be £9,700 or more in a full year depending on usage.	This option is easy to implement with limited one off costs, but may be unpopular.	Med	Med	Med	See impact assessment provided with report - Appendix L
CH	Dewdney	Increase the toilet charge from 20p to 50p	Increase to the pay on entry charge for the currently chargeable public toilets	6,500			6,500	Some one off costs associated with changing the coin devices	If the charge is increased too much there is a risk that existing income may diminish, it may also make the stored cash a target for theft	Low	Low	Med	See impact assessment provided with report - Appendix M
CH	Dewdney	Removal of the emergency sandbag response	Cease to provide sandbags and prove no further support to communities who hold their own	2,000			2,000	This budget supports the flooding response to communities and the sandbag service, the proposal here is to remove the entire budget	businesses and householders may not make adequate preparations following the council's decision to cease this provision leading to less protection within our communities	Med	Med	High	See impact assessment provided with report - Appendix N
SUB-TOTAL INITIAL SAVINGS OPTIONS - NON-CONFIDENTIAL				142,900	0	(2,000)	140,900						
SUB-TOTAL INITIAL SAVINGS OPTIONS - NON-CONFIDENTIAL - CUMULATIVE				142,900	142,900	140,900							

WEST SOMERSET COUNCIL - 2016/17 SERVICE / BUDGET OPTIONS

AD	Lead Member	Service Option Heading	Description of the Service Option	2016/17	2017/18	2018/19	Ongoing Savings £	Business Case: Service Impact Explained	Risk Management	Public Impact	Operational Impact	Confidence	Equalities Impact Assessment
				£	£	£							
FURTHER SAVINGS NON-CONFIDENTIAL													
RS	Chilcott	Stationery & Printing	Predicted underspend. In-year saving of £4k for 2015/16	5,000			5,000	Predicted underspend with no service impact	Possible risk that the underspend doesn't materialise	None	Low	High	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
RS	Chilcott	Water Coolers	Remove the water coolers	1,000			1,000	Water will no longer be provided on all floors & in the meeting rooms, but will be available from the mains supply in the canteen area.	Potentially increases the risk of accidents/slippages resulting from staff carrying water up the stairs.	None	Low	High	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
RS	Chilcott	IT Photocopying	Current printer contract expires end Sept 2016. £7,500 saving is based on reducing the number of printers from 9 to 6 (5 at WSH plus 1 at the Minehead Office) from 1/10/16.	3,750	3,750		7,500	No service impact. Saving results from implementing a new contract & removing un-used printers	None	None	Low	High	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
IT	Mills	Business Support	Recall loans funding from Fredericks Foundation - one off saving in 2016/17	15,000	(15,000)		0	Reduction will affect availability of loans for micro businesses, however demand is currently below funding available in the loans pot.	The loan pot totals £ 27,000.	Low	Low	Med	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA. The reduction in loan pot size should not have a major effect as based on current loan takeup sufficient monies will remain. No protected characteristics should therefore be affected.
IT	Mills	Economic Development	Removal of WSC General Fund contribution to economic development through JMASS phase two transformation	35,000			35,000	This would remove the financial contribution that WSC makes through it's general fund to Economic Development. The monies are dedicated to West Somerset baseline economic projects. This would undoubtedly effect the delivery of the council's emerging priorities. This removal would lead into a need to restructure the tasks delivered in support of the Economic Delivery priorities.	The risk associated with the removal of this funding affects tasks relating to baseline West Somerset economy simply put these could not be resourced. In risk terms this will mean ceasing activity although alternative options may be available through JMASS phase 2.	High	High	High	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
BL	Chilcott	Legal Services	10% reduction in West Somerset contribution to the Partnership in 2016/17	11,800	(11,800)		0	No intention to reduce the level of legal service available to the council (so no implications to the council as a customer of the service).	None- these have been mitigated by the saving only being guaranteed for one year to check on any operational implications	None	None	High	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
SL	Turner	Temporary Accommodation	Reduced temporary accommodation cost through ending lease agreements on two properties and replace with suitable accommodation that can be let and funded through income	6,000			6,000	Based on demand, we believe there should be no impact on ability to house people requiring temporary accommodation. The Business Case is based on better use of assets	We will continue to monitor demand and balance this with supply in the private rented sector and our leased accommodation	Low	Low	High	Not Applicable. Service standards will be maintained, but delivered more cost-effectively.
RS	Chilcott	E-consultations	Replace existing e-consultations system for lower cost option (e.g survey monkey). Expectation that new website/CRM system will have this capability built in but won't be available until new systems in place.	4,400			4,400	The e-consultations function is quite widely used. We currently have 5 open surveys (covering Customer Feedback, Planning Customer Satisfaction, Revs & Bens Customer Satisfaction, Benefits Visiting Service Customer Survey and Building Control Customer Satisfaction) and a total of 1,698 people registered on the site. However, there are alternative options and research indicates that we could purchase a lower cost alternative and reduce the budget from £5,400 to £1,000.	Only low risks associated with a change in business process.	Low	Low	High	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.
TB	Dewdney	Reduction of funding support to Quantock Hills AONB service	Quantock Hills AONB	4,000			4,000	The proposal is to reduce the contribution to the Quantock Hills AONB from £5k to £1k. This is in reality a reduction for them of £16,000 because of the 3:1 nature of Defra grant based on LA contributions. The proposal may bring challenge as to whether the Council is fulfilling responsibilities under the Localism Act's duty to co-operate with neighbouring councils and other statutory bodies, whilst also failing to meet the duty of regard for AONB purposes imposed on Local Authorities by the CRoW Act 2000, however maintaining funding at £1000 aims to mitigate this risk	The concerns raised could in theory lead to a legal challenge of this decision. There is also a reputational risk in light of SCC's previous proposal to cut funding and WSC's vociferous opposition to it.	High	High	Med	Initial assessment indicates no direct implications for protected groups. No requirement for full EIA.

AD	Lead Member	Service Option Heading	Description of the Service Option	2016/17	2017/18	2018/19	Ongoing Savings	Business Case: Service Impact Explained	Risk Management	Public Impact	Operational Impact	Confidence	Equalities Impact Assessment
				£	£	£	£						
CH	Dewdney	Public Conveniences	Seek to transfer ownership and/or management of public conveniences facilities to other organisations by April 2017, thus ceasing the cost liability of the Council.	0	107,000		107,000	Transfer of toilets would see another organisation take on the running responsibilities and financial liabilities. There is likely to be a need for one off funding in order to achieve the transfer. Any remaining facilities not transferred or managed by another organisation by April 2017 will be closed with plans to dispose surplus assets.	Experience has shown this to be a very emotive service area and not always easy to extract the savings that are intended. WSC will remain responsible for the buildings until such time as they are handed over, sold or demolished. This option will have a cost implication to implement - to be determined.	High	Med	Med	See impact assessment provided with report - App O
SL	Westcott	Voluntary and Community Grants	West Somerset Advice Bureau	3,800			3,800	The WSAB are confident of being able to continue with a saving at this level, but would result in a reduced number of hours of debt worker provision.	There is a risk that this will lead to reduced Ctax collection and increased demand on the Revs and Bens service and on the Housing Options service. WSAB are also considering a CIM fund bid.	Med	Med	High	See impact assessment provided with report - Confidential App P
SUB-TOTAL FURTHER SAVINGS OPTIONS - NON-CONFIDENTIAL				89,750	83,950	0	173,700						
SUB-TOTAL FURTHER SAVINGS OPTIONS - NON-CONFIDENTIAL - CUMULATIVE				89,750	173,700	173,700							

Equality Impact Assessment

Responsible person	Ian Timms	Job Title Assistant Director Business Development
Why are you completing the Equality Impact Assessment? (Please mark as appropriate)	Termination of service	
	Budget/Financial decision	Removal of core grant aid of £6000
What are you completing the Equality Impact Assessment on (which policy, service, MTFP proposal)	MTFP Proposal for WSC 2016/17 to remove core grant	
Section One – Scope of the assessment		
What are the main purposes/aims of the policy?	<p>In 15/16 provision of the £6000 grant enabled Art life to provide a core arts development service to support voluntary and community organisations within the cultural sector in West Somerset. This proposal would remove that funding to deliver a £6000 general fund budget reduction. This would therefore remove any residual general fund monies to support Arts and Culture in West Somerset.</p> <p>The core grant investment from WSC provided for a one day per week Coordinator post to deliver the arts service. This is attached at the end of this Assessment.</p> <p>ARTlife complimented this by employing the Coordinator for a total of two days per week during 2015-16. This two days a week was targeted at developing the service</p> <p>In addition to the Coordinator’s time, ARTlife raised additional funds delivering a range of projects and initiatives.</p> <p>The proposed policy will remove the Core grant element.</p>	
Which protected groups are targeted by the policy?	<p>The Service Level Agreement targeted four key groups. These groups will therefore be most likely to be affected by the proposal.</p> <ul style="list-style-type: none"> ▪ Young people and children ▪ Older people 	

	<ul style="list-style-type: none"> ▪ Disabled people ▪ People suffering an economic disadvantage
<p>What evidence has been used in the assessment - data, engagement undertaken – please list each source that has been used</p>	<p>Discussion with 2 board members and Artlife coordinator.</p> <p>Review of Core service delivery. Evidence from reports provided by Artlife on service provision. Knowledge from partnership work on landscape art project for Hinkley Point. Artlife reports to scrutiny in past few years.</p> <p>Knowledge of rurality in West Somerset.</p>
<p>Section two – Conclusion drawn about the impact of change on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality</p>	
<p>The removal of funding will terminate the current arrangements to provide core funding to Artlife impacting support for the cultural sector in West Somerset.</p> <p>The impacts will be felt on Rural isolation due to the sparsity of the population. The cut will in all likelihood lead to reduced opportunities for cultural gatherings which are aids to the community gathering. This is likely therefore to affect individuals who are less mobile or elderly. This would be negative for the protected characteristics relating to older people and disabled people.</p> <p>The reduction will mean that there will be no professional support to the community and voluntary arts sector as Artlife will be unable to continue the employment of the coordinator. This will therefore, it is likely this will lead to fewer successful funding bids / successful events - also losing 15 years of knowledge and experience.</p>	
<p>I have concluded that there is/should be:</p>	
<p>No major change - no adverse equality impact identified</p>	
<p>Adjust the policy</p>	
<p>Continue with the policy of removing the funding</p>	✓
<p>Stop and remove the policy</p>	

<p>Reasons and documentation to support conclusions:</p> <p>Whilst clearly there will be impacts on the community there are possibilities for other sources of funding to be utilised for delivery of the core service. The impacts are likely to be relatively diffuse though and will broadly speaking impact rurality issues.</p> <p>The Arts service provision is not statutory although it does add to the economic prosperity of the area through creation of wider cultural activities.</p> <p>On consideration of the impacts as they are not easily quantifiable combined with the fact that funding may be able to be sourced from other providers the conclusion is that the funding must be removed.</p>	
<p>Section four – Implementation – timescale for implementation</p>	
<p>Discussion held with Art life board members and coordinator on 11th November to discuss cut proposal.</p> <p>Proposal to be reviewed after 17th December Scrutiny meeting. Further discussions if required.</p> <p>Cut to be applied from 1st April 2016.</p>	
<p>Section Five – Sign off</p>	
<p>Responsible officer Ian Timms Date 30.11.15</p>	<p>Management Team Ian Timms Date 02.12.15</p>
<p>Section six – Publication and monitoring</p>	
<p>Published on 10/12/15</p>	
<p>Next review date N/A</p>	

Action Planning

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

Actions table					
Service area			Date		
Identified issue drawn from your conclusions	Actions needed	Who is responsible?	By when?	How will this be monitored?	Expected outcomes from carrying out actions
The removal of funding reduction will sever the direct funding link to WSC that has existed over a period of years Artlife will need to make alternate arrangements to deliver the service	Remove Core grant from Revenue Budget.	Ian Timms	31 st March 2016	If removed no further monitoring will be necessary	Hope to assist Artlife to secure funding from non - council funded sources
	Explore other funding routes with Artlife	Ian Timms	31 st March 2016	Will be carried out on ad hoc basis	May assist in retention of service and some arts provision to support economy
	Retain "in kind" desk space, existing phone number and storage space agencies to enable smooth transition.	Ian Timms	31 st March 2017		Artlife will be able to transit effectively to new arrangements

3. CORE SERVICE AIMS

3.1 To increase opportunities for residents and visitors to participate in and enjoy the arts

3.1.1 To provide an advice and information service

ARTlife will provide an advice and information service to the general public and special interest groups and individuals as and when requested. This service could include:

- information on cultural events and opportunities in West Somerset when requested
- information on a wide range of cultural funding opportunities
- information on ARTlife's own management and decision making processes and how to participate in these
- additional information and advice on a range of issues relevant to cultural work e.g. disability access, public art development, marketing.

The advice and information service will be made available through:

- the ARTlife web site and partner websites including creativesomerset.com
- telephone based advice and information and individual surgeries

3.2 To ensure that the cultural needs of West Somerset are understood and acted on by other agencies

3.2.1 Liaison with West Somerset Council

ARTlife will make its expertise available to the Officers and Members of West Somerset Council to inform them of its work. It will also use this expertise to play a role in both general corporate planning and relevant specific areas of service, in particular economic regeneration and tourism. It will do this through:

- briefing Members as appropriate, in their roles as advocates for West Somerset
- attendance at appropriate Officers' meetings
- producing regular monitoring/financial reports
- producing an Annual Report
- developing appropriate new partnership projects related to regeneration initiatives

3.2.2 Liaison with external agencies

ARTlife will liaise with external agencies such as Arts Council England South West and other relevant groups to maintain the profile of ARTlife and to represent and advocate on behalf of the cultural sector in West Somerset.

It will also create opportunities for joint planning, arts development and funding by:

- attending appropriate meetings
- ensuring it receives up to date information on cultural issues and opportunities
- sharing in the development of cross-boundary joint strategies and projects which enhance ARTlife's own strategic objectives, in partnership with West Somerset Council personnel

3.3 To foster and develop the principles of the West Somerset Arts Consortium

3.3.1 To encourage member organisations to adopt the policies and philosophies of ARTlife in the management of their own organisations

- By adopting appropriate equalities policies
- By supporting the value of collaborative working

3.3.2 To promote the consortium structure of ARTlife as a model of good practice

- To other West Somerset agencies
- To county, regional and national agencies
- To arts and non-arts groups

West Somerset Council

Equality Impact Analysis Record Form 2015

When reviewing, planning or providing services West Somerset Council needs to assess the impacts on people.

We must show we have given due regard to the General Equality Duties in relation to our decision making processes, policies, strategies, services and functions as set out in Section 149 of the Equality Act 2010:

The three aims we **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

Service Area: Housing and Communities	
Title of policy/ practice/ service of function	Reduction in overall grants budget

Section 1: Why are you completing the Impact Assessment *(please ✓ as appropriate)*

Proposed new policy or service	Change to policy or service	Budget/Financial Decision	
		✓	

Section 2: About the Service/Policy Decision

Home Start West Somerset is a visiting support service for vulnerable families with at least one child under 7. Trained volunteers offer practical and emotional support via outreach services in West Somerset through weekly 2/3 hour home visits. They also link families to other specialist services such as Sure Start, West Somerset Advice Bureau. MIND, CLOWNS. The families supported are affected by low income, disability, isolation, ill-health (mental and physical), bereavement, disability, housing problems and debt. Home Start West Somerset was established in 2002.

Section 3: Information about the change to the service *(explain the proposal and reason for the change)*

- Overall reduction of grant budget by 1st April 2016.
- Reduction in grant funding.

Section 4: What evidence has been used in the assessment?

(List the consultation/engagement undertaken and data or intelligence you have gathered. This may include customer or staff profiles/feedback, complaints data, demographic data, research, user consultation, engagement or survey results.)

- | |
|---|
| <ul style="list-style-type: none"> • Study of agreement • AGM & report • Home-Start response to notification of cuts • Home-Start website • Commentary in discussion with Home-Start |
|---|

Section 5: Effect on protected characteristic

With reference to the analysis above, for each of the ‘protected characteristics’ in the table below please record your conclusions with evidence around equality impact in relation to the savings proposal/service change.

Protected Group	Findings – Highlight potential negative impact or missed opportunities for promoting equality
Disability (includes mental health, physical & sensory)	Clients suffering from physical disabilities and/or mental health issues including depression.
Pregnancy and maternity	Prejudice / domestic violence advice and support.

Non-statutory

Socio-economic (low income individuals & families)	Many users of the service are from low income families.
Rural Isolation	West Somerset is a rural district with poor transport networks- the Homestart outreach service helps to alleviate this.
Social isolation	Single parents, first time parents and younger parents are often socially isolated from peers.

ACTION PLAN

This table must be completed where all negative impacts have been identified, and the steps that could be taken to mitigate this impact or to promote improved equality of opportunity or good relations.

Action	Outcome	Lead Officer	Timescale
Support Home-Start to source additional funders and potential for partnership working with other organisations	Home-Start are a stronger organisation through joint project initiatives which have been externally funded.	Christine Gale	March 2017

Section 7: Monitoring and review/ mainstreaming into service plans

Please indicate whether any of your actions have been added to service or work plans and your arrangements for monitoring and reviewing progress/ future impact?

Work planned/undertaken is added to Corporate Equality Action Plan and also written into relevant Team work plan specifying responsible officer and timeline.

Section 8: Publishing the completed assessment

How will the assessment, consultation & outcomes be published and communicated.

All completed EIAs are available on the WSC website

Section 9: Sign Off

Completed by:	Christine Gale
Date:	14/10/2015
Reviewed by:	
Date:	

Decision-making processes

Where linked to decision on proposals to change, reduce or withdraw service/ financial decisions/ large-scale staffing restructures

Attached to report (title): Budget Update and Initial Options 2016/17

<https://www.westsomersetonline.gov.uk/getattachment/Council--Democracy/Council-Meetings/Scrutiny-Committee-Meetings/Scrutiny---12-November-2015/Agenda-and-Reports-12-11-2015.pdf.aspx>

Date of report: 12.11.15

Author of report: Steve Plenty

Audience for report: Scrutiny Committee

Outcome from report being considered

--

West Somerset Council

Equality Impact Analysis Record Form 2015

When reviewing, planning or providing services West Somerset Council needs to assess the impacts on people.

We must show we have given due regard to the General Equality Duties in relation to our decision making processes, policies, strategies, services and functions as set out in Section 149 of the Equality Act 2010:

The three aims we **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

Service Area: Housing and Communities	
Title of policy/ practice/ service of function	Overall savings in grants budget.

Section 1: Why are you completing the Impact Assessment *(please ✓ as appropriate)*

Proposed new policy or service	Change to policy or service	Budget/Financial Decision	
		✓	

Section 2: About the Service/Policy Decision

Engage offers support and development services to VCS groups in West Somerset (23% of CD worker's contract.) Manages and develops the West Somerset Voluntary Sector Forum. Financial support received from WSC provides substantial leverage to other funding.

Section 3: Information about the change to the service *(explain the proposal and reason for the change)*

<ul style="list-style-type: none"> • Need to reduce overall grant budget by 1st April 2016.

Section 4: What evidence has been used in the assessment?

(List the consultation/engagement undertaken and data or intelligence you have gathered. This may include customer or staff profiles/feedback, complaints data, demographic data, research, user consultation, engagement or survey results.)

Commentary with Engage during monitoring discussions. Study of agreement AGM & report Business Plan Response to notification of potential cuts Website Partnership outcomes

Section 5: Effect on protected characteristic

With reference to the analysis above, for each of the ‘protected characteristics’ in the table below please record your conclusions with evidence around equality impact in relation to the savings proposal/service change.

Many of the organizations using the services of Engage, support people within the protected groups. Therefore any reduction or decline in the work of Engage could potentially have a “knock – on” affect of people with protected characteristics.

ACTION PLAN

This table must be completed where all negative impacts have been identified, and the steps that could be taken to mitigate this impact or to promote improved equality of opportunity or good relations.

Action	Outcome	Lead Officer	Timescale
Support Engage in identifying additional sources of funding. Explore areas where partnership working could pool resources and secure joint funding.	Engage will not be limited to local authorities for its funding. Engage will achieve partnership working which will enhance future funding possibilities.	Christine Gale	March 2017

Section 7: Monitoring and review/ mainstreaming into service plans

Please indicate whether any of your actions have been added to service or work plans and your arrangements for monitoring and reviewing progress/ future impact?

Work planned/undertaken is added to Corporate Equality Action Plan and also written into relevant Team work plan identifying responsible officer and timeline.

Section 8: Publishing the completed assessment

How will the assessment, consultation & outcomes be published and communicated.

All completed EIAs are published on the WSC website.

Section 9: Sign Off

Completed by:	Christine Gale
Date:	14/10/2015
Reviewed by:	Angela Summers
Date:	4/11/15

Decision-making processes

Where linked to decision on proposals to change, reduce or withdraw service/ financial decisions/ large-scale staffing restructures

Attached to report (title): Budget Update and Initial Options 2016/17

<https://www.westsomersetonline.gov.uk/getattachment/Council---Democracy/Council-Meetings/Scrutiny-Committee-Meetings/Scrutiny---12-November-2015/Agenda-and-Reports-12-11-2015.pdf.aspx>

Date of report: 12.11.15

Author of report: Steve Plenty

Audience for report e.g. Scrutiny Committee

Outcome from report being considered

--

West Somerset Council

Equality Impact Analysis Record Form 2015

When reviewing, planning or providing services West Somerset Council needs to assess the impacts on people.

We must show we have given due regard to the General Equality Duties in relation to our decision making processes, policies, strategies, services and functions as set out in Section 149 of the Equality Act 2010:

The three aims we **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

Service Area: Housing and Communities	
Title of policy/ practice/ service of function	Reduction of funding in order to make overall savings in grants budget.

Section 1: Why are you completing the Impact Assessment *(please ✓ as appropriate)*

Proposed new policy or service	Change to policy or service	Budget/Financial Decision	
		✓	

Section 2: About the Service/Policy Decision

CLOWNS provides recreational and educational, physical activities and healthy living learning for pre-school children and their families. Families gain skills in areas such as numeracy, literacy and communication through participation in educational and physical activities and access information on further learning opportunities.

Section 3: Information about the change to the service *(explain the proposal and reason for the change)*

- Need to reduce overall grant budget by 1st April 2016.
- Reduce grant funding in 2016/17

Section 4: What evidence has been used in the assessment?

(List the consultation/engagement undertaken and data or intelligence you have gathered. This may include customer or staff profiles/feedback, complaints data, demographic data, research, user consultation, engagement or survey results.)

Commentary with CLOWNS Study of agreement AGM & report Response to notification of cuts Website

Section 5: Effect on protected characteristic

With reference to the analysis above, for each of the ‘protected characteristics’ in the table below please record your conclusions with evidence around equality impact in relation to the savings proposal/service change.

Protected Group	Findings – Highlight potential negative impact or missed opportunities for promoting equality
Disability (includes mental health, physical & sensory)	Children with special physical and/or mental needs are supported to learn and play alongside more able children and families thus enabling integration.
Race (includes ethnic origins, colour and nationality)	There has been a noted increase in migrant workers seeking services. The impact of the Hinkley Point development may see a further increase in people from migratory populations in future years and CLOWNS helps to support migratory families and the service helps mitigate negative effects of development.

Non-statutory

Socio-economic (low income individuals & families)	Many users of the service are from low income families.
Rural Isolation	West Somerset is a rural district with poor transport networks; for many families in West Somerset, CLOWNS is the only accessible offer of its kind for isolated communities.
Carers	Carers of children who are physically and/or mentally disabled and those with additional needs.

ACTION PLAN

This table must be completed where all negative impacts have been identified, and the steps that could be taken to mitigate this impact or to promote improved equality of opportunity or good relations.

Action	Outcome	Lead Officer	Timescale
We will work with CLOWNS in seeking partnership projects/funding to improve their resilience	A more robust organisation which is much more resilient to future funding challenges.	Christine Gale	March 2017

Section 7: Monitoring and review/ mainstreaming into service plans

Please indicate whether any of your actions have been added to service or work plans and your arrangements for monitoring and reviewing progress/ future impact?

Work planned/undertaken is added to Corporate Equality Action Plan and also written into relevant Team work plan identifying responsible officer and timeline.

Section 8: Publishing the completed assessment

How will the assessment, consultation & outcomes be published and communicated.

All assessments will be published on the WSC website.

Section 9: Sign Off

Completed by:	Christine Gale
Date:	14/10/2015
Reviewed by:	Angela Summers
Date:	4/11/15

Decision-making processes

Where linked to decision on proposals to change, reduce or withdraw service/ financial decisions/ large-scale staffing restructures

Attached to report (title): **Budget Update and Initial Options 2016/17**
<https://www.westsomersetonline.gov.uk/getattachment/Council---Democracy/Council-Meetings/Scrutiny-Committee-Meetings/Scrutiny---12-November-2015/Agenda-and-Reports-12-11-2015.pdf.aspx>

Date of report: 12.11.15

Author of report: Steve Plenty

Audience for report: Scrutiny Committee

Outcome from report being considered

--

APPENDIX I

Equality Impact Assessment – pro-forma

Responsible person	Tracey-Ann Biss	Job Title Parking and Civil Contingencies Manager
Why are you completing the Equality Impact Assessment? (Please mark as appropriate)	Proposed new policy/service	
	Change to Policy/service	
	Budget/Financial decision – MTFP	X
	Part of timetable	
What are you completing the Equality Impact Assessment on (which, service, MTFP proposal)	Do not offer an extension on the Dulverton car park lease	
Section One – Scope of the assessment		
What are the main purposes/aims of the policy/decision/service?	Dulverton Town Council (DTC) have a lease arrangement from WSC to operate the car park, this proposal ceases that arrangement by not extending the lease.	
Which protected groups are targeted by the policy/decision/service?	No protected groups have been targeted through this proposal.	
What evidence has been used in the assessment - data, engagement undertaken – please list each source that has been used The information can be found on....	Management knowledge.	
Section two – Conclusion drawn about the impact of service/policy/function/change on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality		
This proposal removes the existing inequality in one Town Council being able to raise revenue from parking charges. There are no proposals to change the pricing schedule, but it is considered that this will remove a funding stream from Dulverton Council. This equalities impact assessment does not seek to advise		

what impacts this may have on the services previously supported by this funding stream. DTC will need to consider how these financial implications are managed

I have concluded that there is/should be:

No major change - no adverse equality impact identified	
Adjust the policy/decision/service	
Continue with the policy/decision/service	X
Stop and remove the policy/decision/service	

Reasons and documentation to support conclusions

It is no longer considered acceptable for one Town Council to have the financial advantage of operating the car parks.

Section four – Implementation – timescale for implementation

April 2016

Section Five – Sign off

Responsible officer Tracey-Ann Biss

Date 30th Oct 2015

Management Team

Date

Section six – Publication and monitoring

Published on

Next review date

Date logged on Covalent

Action Planning

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

Actions table					
Service area				Date	
Identified issue drawn from your conclusions	Actions needed	Who is responsible?	By when?	How will this be monitored?	Expected outcomes from carrying out actions

APPENDIX J

Equality Impact Assessment – pro-forma

Responsible person	Tracey-Ann Biss	Job Title Parking and Civil Contingencies Manager
Why are you completing the Equality Impact Assessment? (Please mark as appropriate)	Proposed new policy/service	
	Change to Policy/service	
	Budget/Financial decision – MTFP	X
	Part of timetable	
What are you completing the Equality Impact Assessment on (which, service, MTFP proposal)	Parking Permit charge changes	
Section One – Scope of the assessment		
What are the main purposes/aims of the policy/decision/service?	Whilst supporting the use of permits across the district this proposal seeks to reduce the current level of discount available to regular users of the car parks.	
Which protected groups are targeted by the policy/decision/service?	No Protected groups have been targeted through this proposal.	
What evidence has been used in the assessment - data, engagement undertaken – please list each source that has been used The information can be found on....	Management knowledge, permit volumes	
Section two – Conclusion drawn about the impact of service/policy/function/change on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality		
Permit charges will increase for all users of the service but the level of discount is still much greater than neighbouring authorities.		

I have concluded that there is/should be:	
No major change - no adverse equality impact identified	
Adjust the policy/decision/service	
Continue with the policy/decision/service	X
Stop and remove the policy/decision/service	
Reasons and documentation to support conclusions The Council's financial position means that it is no longer viable to support the level of discount currently offered through the permitting scheme.	
Section four – Implementation – timescale for implementation	
April 2016	
Section Five – Sign off	
Responsible officer Tracey-Ann Biss Date 30 th Oct 2015	Management Team Date
Section six – Publication and monitoring	
Published on	
Next review date	Date logged on Covalent

Action Planning

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

Actions table					
Service area				Date	
Identified issue drawn from your conclusions	Actions needed	Who is responsible?	By when?	How will this be monitored?	Expected outcomes from carrying out actions

APPENDIX K

Equality Impact Assessment – pro-forma

Responsible person	Tracey-Ann Biss	Job Title Parking and Civil Contengency Manager
Why are you completing the Equality Impact Assessment? (Please mark as appropriate)	Proposed new policy/service	
	Change to Policy/service	
	Budget/Financial decision – MTFP	X
	Part of timetable	
What are you completing the Equality Impact Assessment on (which, service, MTFP proposal)	Blue badge charging for WSC car parks	
Section One – Scope of the assessment		
What are the main purposes/aims of the policy/decision/service?	To make use of the car parks chargeable to blue badge holders	
Which protected groups are targeted by the policy/decision/service?	All those who meet the criteria to hold a blue badge	
What evidence has been used in the assessment - data, engagement undertaken – please list each source that has been used The information can be found on....	Management knowledge	
Section two – Conclusion drawn about the impact of service/policy/function/change on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality		
This proposal will mean that all users of the pay and display car parks will pay towards the cost of the service.		

I have concluded that there is/should be:	
No major change - no adverse equality impact identified	
Adjust the policy/decision/service	
Continue with the policy/decision/service	X
Stop and remove the policy/decision/service	
Reasons and documentation to support conclusions The Council's financial position means that it is no longer viable to support the level of service previously offered.	
Section four – Implementation – timescale for implementation	
April 2016	
Section Five – Sign off	
Responsible officer Tracey-Ann Biss Date 30 th Oct 2015	Management Team Date
Section six – Publication and monitoring	
Published on	
Next review date	Date logged on Covalent

Action Planning

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

Actions table						
Service area				Date		
Identified issue drawn from your conclusions	Actions needed	Who is responsible?	By when?	How will this be monitored?	Expected outcomes from carrying out actions	

APPENDIX L

Equality Impact Assessment – pro-forma

Responsible person	Tracey-Ann Biss	Job Title Parking and Civil Contingencies Manager
Why are you completing the Equality Impact Assessment? (Please mark as appropriate)	Proposed new policy/service	
	Change to Policy/service	
	Budget/Financial decision – MTFP	X
	Part of timetable	
What are you completing the Equality Impact Assessment on (which, service, MTFP proposal)	Pay and display parking charge change for summer tariffs.	
Section One – Scope of the assessment		
What are the main purposes/aims of the policy/decision/service?	The purpose is to change driver behaviour during peak tourist times. This change will mean more drivers use the other carparks improving traffic flow through the more urbanised areas.	
Which protected groups are targeted by the policy/decision/service?	No protected groups have been targeted through this proposal.	
What evidence has been used in the assessment - data, engagement undertaken – please list each source that has been used The information can be found on....	Management knowledge, occupancy data on car parking bays.	
Section two – Conclusion drawn about the impact of service/policy/function/change on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality		
Parking charges will increase for all groups and users.		

I have concluded that there is/should be:	
No major change - no adverse equality impact identified	
Adjust the policy/decision/service	
Continue with the policy/decision/service	X
Stop and remove the policy/decision/service	
Reasons and documentation to support conclusions The Council wished to influence driver behaviour and ensure traffic management through this option.	
Section four – Implementation – timescale for implementation	
April 2016	
Section Five – Sign off	
Responsible officer Tracey-Ann Biss Date 30 th Oct 2015	Management Team Date
Section six – Publication and monitoring	
Published on	
Next review date	Date logged on Covalent

Action Planning

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

Actions table					
Service area				Date	
Identified issue drawn from your conclusions	Actions needed	Who is responsible?	By when?	How will this be monitored?	Expected outcomes from carrying out actions

APPENDIX M

Equality Impact Assessment – pro-forma

Responsible person	Cyril Rowe	Job Title Open Spaces Manager
Why are you completing the Equality Impact Assessment? (Please mark as appropriate)	Proposed new policy/service	
	Change to Policy/service	
	Budget/Financial decision – MTFP	X
	Part of timetable	
What are you completing the Equality Impact Assessment on (which, service, MTFP proposal)	Increase the charge for public toilet assess in facilities that are already chargeable.	
Section One – Scope of the assessment		
What are the main purposes/aims of the policy/decision/service?	To increase the charge for access to the already chargeable public toilets from 20p to 50p	
Which protected groups are targeted by the policy/decision/service?	No specific groups have been targeted through this proposal.	
What evidence has been used in the assessment - data, engagement undertaken – please list each source that has been used The information can be found on....	Management knowledge and income received.	
Section two – Conclusion drawn about the impact of service/policy/function/change on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality		
This is a financial change only and does not impact on the availability of the facilities.		

I have concluded that there is/should be:	
No major change - no adverse equality impact identified	
Adjust the policy/decision/service	
Continue with the policy/decision/service	X
Stop and remove the policy/decision/service	
Reasons and documentation to support conclusions The Council's financial position means there is a need for a greater contribution from the service users to support this service.	
Section four – Implementation – timescale for implementation	
April 2016	
Section Five – Sign off	
Responsible officer Cyril Rowe Date 30 th Oct 2015	Management Team Date
Section six – Publication and monitoring	
Published on	
Next review date	Date logged on Covalent

Action Planning

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

Actions table						
Service area				Date		
Identified issue drawn from your conclusions	Actions needed	Who is responsible?	By when?	How will this be monitored?	Expected outcomes from carrying out actions	

APPENDIX N

Equality Impact Assessment – pro-forma

Responsible person	Cyril Rowe	Job Title Open Spaces Manager
Why are you completing the Equality Impact Assessment? (Please mark as appropriate)	Proposed new policy/service	
	Change to Policy/service	
	Budget/Financial decision – MTFP	X
	Part of timetable	
What are you completing the Equality Impact Assessment on (which, service, MTFP proposal)	Remove the emergency sandbag provision	
Section One – Scope of the assessment		
What are the main purposes/aims of the policy/decision/service?	To remove the responsive service and all provision of sandbags to the community in times of flooding	
Which protected groups are targeted by the policy/decision/service?	No Protected groups have been targeted through this proposal, but some groups will be impacted more than others. Those who are not physically able to collect sandbags from other outlets will be at a greater disadvantage.	
What evidence has been used in the assessment - data, engagement undertaken – please list each source that has been used The information can be found on....	Management knowledge of service.	
Section two – Conclusion drawn about the impact of service/policy/function/change on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality		
No sandbag provision will be provided through West Somerset Council. In implimention this proposal WSC would offer its remaining stocks to the Town and Parish Councils to see if they would like to hold them for their communities. WSC would not replenish these stocks.		

I have concluded that there is/should be:	
No major change - no adverse equality impact identified	
Adjust the policy/decision/service	
Continue with the policy/decision/service	X
Stop and remove the policy/decision/service	
Reasons and documentation to support conclusions The Council's financial position means that it is no longer viable to support the level of discount currently offered through the permitting scheme.	
Section four – Implementation – timescale for implementation	
April 2016	
Section Five – Sign off	
Responsible officer Cyril Rowe Date 30 th Oct 2015	Management Team Date
Section six – Publication and monitoring	
Published on	
Next review date	Date logged on Covalent

Action Planning

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

Actions table					
Service area				Date	
Identified issue drawn from your conclusions	Actions needed	Who is responsible?	By when?	How will this be monitored?	Expected outcomes from carrying out actions

APPENDIX O

Equality Impact Assessment – pro-forma

Responsible person	Cyril Rowe	Job Title Open Spaces Manager
Why are you completing the Equality Impact Assessment? (Please mark as appropriate)	Proposed new policy/service	
	Change to Policy/service	
	Budget/Financial decision – MTFP	X
	Part of timetable	
What are you completing the Equality Impact Assessment on (which, service, MTFP proposal)	Cease all financial responsibility for the operation of public toilets from 1st April 2017	
Section One – Scope of the assessment		
What are the main purposes/aims of the policy/decision/service?	To cease the provision of this non statutory service by West Somerset Council	
Which protected groups are targeted by the policy/decision/service?	The young, the elderly, those with certain disabilities and those that require the use of toilets with little or no notice will be impacted more greatly.	
What evidence has been used in the assessment - data, engagement undertaken – please list each source that has been used The information can be found on....	Management knowledge	
Section two – Conclusion drawn about the impact of service/policy/function/change on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality		
There will be no facilities provided by this Council. This may have further impacts for drug users and homeless sleepers as traditionally the toilet facilities are used for this purpose. These people may move into more public areas. There may be an increase in public urination as a result of this change.		

I have concluded that there is/should be:	
No major change - no adverse equality impact identified	
Adjust the policy/decision/service	
Continue with the policy/decision/service	X
Stop and remove the policy/decision/service	
Reasons and documentation to support conclusions: The Council's financial position means there is not the funding to support this discretionary function.	
Section four – Implementation – timescale for implementation	
April 2017	
Section Five – Sign off	
Responsible officer Cyril Rowe Date 8 th December 2015	Management Team Date
Section six – Publication and monitoring	
Published on	
Next review date	Date logged on Covalent

Action Planning

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

Actions table					
Service area				Date	
Identified issue drawn from your conclusions	Actions needed	Who is responsible?	By when?	How will this be monitored?	Expected outcomes from carrying out actions

SCRUTINY COMMITTEE – WORKPLAN 2015/16

January	February	March	April	May	June	July	August
Notes of any Key Cabinet Decisions / Action Points	Notes of and Key Cabinet Decisions / Action Points	Notes of and 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
Draft Revenue and Capital Programme Budgets Reviewed – Paul Fitzgerald.	Asset Transfer Policy – Joe Harding		Williton Hospital Stroke Unit Business Case Consultation (provisional)				
Somerset Waste Board Business Plan – Chris Hall	Update following Ambulance Service Presentation		Asset Management Update				
Corporate Strategy – Paul Harding	Pay Policy Statement – Fiona Wills						
Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review				