

To:

Members of Scrutiny Committee

(Councillors P H Murphy (Chairman), R Lillis (Vice Chairman), M J Chilcott,
M O A Dewdney, G S Dowding, J Freeman, B Heywood and D J Sanders)

Members of Cabinet

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

Our Ref CS

Contact Sam Rawle sjrawle@westsomerset.gov.uk

Date 07 January 2015

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

Dear Councillor

I hereby give you notice to attend the following meeting:

SCRUTINY COMMITTEE

Date: Thursday 15 January 2015

Time: 3.30 pm

Venue: Council Chamber, Council Offices, Williton

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

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

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

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

Yours sincerely



BRUCE LANG

WEST SOMERSET COUNCIL

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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 15 January 2015 at 3.30 pm

Council Chamber, Williton

AGENDA

1. Apologies for Absence

2. Minutes

Minutes of the Scrutiny Committee held on 1 December 2014, 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 3 December, 2014 – **SEE ATTACHED**

6. Cabinet Forward Plan

To review the latest Cabinet Forward Plan for the months of February, March & April published on 2014 – **SEE ATTACHED.**

7. Financial Standing and MTFP Update 2015/16

To consider Report No. WSC/11/15, to be presented by Cllr K V Kravis , Lead Member for Resources & Central Services- **SEE ATTACHED.**

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.

8. Service Plans 2015

To consider Report No. WSC/12/15, to be presented by Cllr T Taylor, Leader of Council – **SEE ATTACHED**

The purpose of this report is to provide Scrutiny Committee with the opportunity of scrutinising and influencing the draft service plans for 2015/16 prior to their finalisation and approval.

9. Scrutiny Committee Work Plan

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

COUNCILLORS ARE REMINDED TO CHECK THEIR POST TRAYS

The Council's Vision:

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

The Council's Corporate Priorities:

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

SCRUTINY COMMITTEE

Minutes of the Meeting held on 1 December 2014 at 3.30 pm

Present:

Councillor P H MurphyChairman
Councillor R LillisVice Chairman

Councillor M J Chilcott
Councillor G S Dowding
Councillor K Ross

Councillor M O A Dewdney
Councillor J Freeman
Councillor D J Sanders

Members in Attendance:

Councillor K Kravis
Councillor D Ross
Councillor T Taylor
Councillor D J Wescott

Councillor E May
Councillor K H Turner

Officers in Attendance:

Assistant Chief Executive and Monitoring Officer (B Lang)
Assistant Director – Housing and Community Development (S Lewis)
Assistant Director – Operational Delivery (C Hall)
Assistant Director – Resources (P Fitzgerald)
Media and Communications Officer (D Rundle)
Technical Officer (K Richards)
Scrutiny and Performance Officer (S Rawle)
Administrative Support (A Randell)

Brenda-Maitland-Walker – Member of the Public.

SC43 Apologies for Absence

Apologies were received from Councillors J Freeman and B Heywood.

SC44 Minutes

(Minutes of the Meeting of the Scrutiny Committee held on 13 November 2014 – circulated with the Agenda.)

RESOLVED that the Minutes of the Scrutiny Committee held on 13 November be confirmed as a correct record.

SC45 Declarations of Interest

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

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

Additional personal Interests were declared by Councillor E May as Vice Chairman of CLOWNS. Councillor Lillis as the District Council Representative of Engage West Somerset and Councillor K Ross who is a Director of ArtLife and whose wife is Chairman of CLOWNS and an employee of Engage West Somerset.

SC46 Notes of Key Cabinet Decisions/Action Points

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

RESOLVED that the Key Cabinet Decisions/Action Points from the meeting held on 5 November 2014, be noted.

SC47 Cabinet Forward Plan

(Copy of the Cabinet Forward Plan published 29 October 2014, circulated with the agenda.)

RESOLVED that the Cabinet Forward Plan published on 29 October 2014, be noted.

SC48 Discretionary Grants – Update Reports from Voluntary Sector Partners

(Report No WSC 169/14, circulated with the agenda.)

The purpose of the report was to provide members of the Scrutiny Committee with the opportunity to consider the work over the past year of the voluntary sector community organisations who receive a grant allocation from the Council.

Councillor Murphy reminded Scrutiny Members that in recent months the Committee had received informative reports from the Quantock Hills AONB partnership and from Engage West Somerset and that the Scrutiny Committee had recommended to Cabinet that consideration be given to retaining the current level of funding for 2015/16.

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

- Councillors observed that a service level agreement was in place with the West Somerset Advice Bureau and a partnership agreement with ArtLife. It was requested that an item be added to the scrutiny forward plan so that members had an opportunity to scrutinise delivery against the service level agreement criteria. It was confirmed that the service level agreement with

the West Somerset Advice Bureau was a joint agreement with Somerset County Council who also fund the Bureau.

- Councillor Westcott explained that the majority of the funding received from the district council was not earmarked to specific projects which meant it could be used for day to day running costs. The organisations valued their association with the Council as it demonstrated the value of the organization and subsequently they were able to lever in additional funds.
- In the past year the West Somerset Advice Bureau had assisted 2107 clients and had been successful in retrieving in the region of £24,000 in council tax arrears on behalf of the Council.
- The work done by Homestart was recognised as valuable to the community and had supported 250 families in the last financial year. In addition the leverage effect of the funding was that £1 brings in £28 additional funding.
- It was recognized that besides the play scheme project CLOWNS also provided the Play Bus, Toy Library and the Scrap Store. Family outreach sessions were also provided and funded by Barnadoes. CLOWNS delivered an enormous amount in the very rural communities.
- Artlife was important to the local community as it was able to support artists in making a living and providing them with a local service which they otherwise not be able to access locally. It was confirmed that Artlife act as guarantor to a lot of the events which happen in West Somerset.
- Members commended all of the organisations for their use of volunteers, ability to lever in additional funding streams and the valuable services that they provided to the communities of West Somerset.
- That funding for the four organisations should be maintained at the current levels for 2015/16.

Councillor M Dewdney proposed that the report be noted which was seconded by Councillor M Chilcott.

RESOLVED that the report is noted.

SC49 Budget Update and Initial Savings Options 2015/16.

(Report No WSC 170/14, circulated with the agenda.)

The report provided the Scrutiny Committee with an update on budget estimates for 2015/16 and Medium Term Financial Plan (MTFP) forecasts, and to consider initial savings options towards addressing the Budget Gap for next year.

Paul Fitzgerald, the Finance Manager, presented the report providing an update for members in meeting the financial strategy and objectives as set out by the Director of Operations in her "Towards a Financially Fit Future" report to Scrutiny Committee on 10 July 2014.

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

- Concerns that raising car parking income to support the budget would be deemed an unlawful act. The Assistant Director for Operations clarified that this applied to off street parking and that the Council were entitled to

retain surpluses generated from the operation of its own off street municipal operated car parks.

- There were some concerns that the increase in car park charges could negatively impact on tourism.
- The capital debt repayment provision (MRP) of £68k as detailed in Table 1 of the report was questioned. The Assistant Director for Resources explained that the overall MRP is estimated in line with the Councils policy which in this respect is to set aside or repay 4% per year of the brought forward balance in respect of the total amount of capital debt borrowing. The combined internal and external capital debt for the authority is in the region of £7.4m.
- Net savings from the JMASS project will not be realized until 2017/18.
- The calculation of the New Homes Bonus in relation to the number of affordable housing and open market homes was questioned. It was confirmed that further details on the calculation of New Homes Bonus would be included in the Christmas Budget Packs to all Members.
- Members were pleased to see that frontline services were being maintained in light of the difficult decisions needing to be made.
- Further discussion took place on any proposed council tax increase and what this would be capped at.

RESOLVED that:- the report be noted.

SC50 Public Participation

Brenda Maitland-Walker introduced herself as the County's representative on the Wessex Regional Flood & Coastal Committee.

Brenda-Maitland-Walker read out a statement detailing concerns in relation to the likelihood of surface water flooding in the urban area of Minehead, commenting that the maintenance of a rhyme or watercourse is a statutory responsibility and that an annual maintenance scheme would be less than the cost of flooding to people and businesses.

SC51 Maintenance of Rhynes on West Somerset Council Owned Land in and around Minehead.

(Report No WSC 170/14, circulated with the agenda.)

The report provided members of the Scrutiny Committee with a briefing on the condition of the 'Rhynes' in and around Minehead and to explore future options for their maintenance.

Chris Hall, Assistant Director – Operational Delivery, presented the report providing Members with an update on progress of the work done on the Rhynes and future maintenance. It was explained that more work had to be done and there was an identified need for an on-going maintenance schedule. Capacity in the Open Spaces Team had been utilized to supplement maintenance of the rhynes.

The Technical Officer advised Members that nearly 75% of the area had now been strimmed and obstacles had been removed from the rhynes so this had increased the flow. There was still more work to be done with the various riparian owners in the area.

The Section 151 Officer comments were verbally provided to Members –

‘In respect of the Internal Drainage Board Levy’, the budget should be updated to reflect the true cost to the Council. Given the overall cost pressures faced by the Council it is recommended that a virement is sought from other existing budgets and would suggest that the same action is required to uplift the land drainage budget to cover on-going sand bag use. This will ensure that budgets can be aligned correctly in future years’.

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

- Officers were commended on the clarity and thoroughness of the report.
- It was discussed if the regular maintenance was affordable.
- Members recognised the work that had been done to alleviate problems
- Money had been in the budget for this for the previous two years, which would have been put back in reserves and used in other areas if not spent.
- It was considered if work could be prioritized and based around the maintenance schedule.
- Members felt that this should be a priority considering the weather last autumn, with it a possibility that the weather may get more critical, more run off capacity would be needed with consideration of new developments in the future.
- Members stressed the need to ensure that where development occurred adjacent to rhynes and waterways that adequate space was incorporated into the development design to ensure that waterways could be properly maintained.
- It was proposed that a task and finish or a joint working group be set up with officers to monitor the progress on this issue.

RESOLVED that the Scrutiny Committee note the contents of the report and agree the following recommendations:-

(1) That a separate budget be retained for land drainage responsibilities.

(2) To uplift the land drainage budget to cover the uplift in the internal drainage board yearly charge from £2,500 to £2762.65, an increase of £262.65 for the current fiscal year.

(3) Cabinet be recommended to establish a wider working group of members with officers to monitor progress on land drainage issues across the district.

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

The report provided the Scrutiny Committee with the opportunity to consider the meeting timetable for 2014/2015.

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

During the course of the discussion the following point was raised:-

- An interim written update was requested on out of hours care in West Somerset.

RESOLVED that the Work Plan be adopted

The meeting closed at 6.00 pm.

DATE: 3 DECEMBER 2014

NOTES OF KEY DECISIONS

Note: The details given below are for information and internal use only and are not the formal record of the meeting

AGENDA ITEM	DECISION	CONTACT LEAD OFFICER
Forward Plan (Agenda Item 5)	Agreed that the latest Forward Plan published 21 November 2014 be approved.	Assistant Chief Executive
Cabinet Action Plan (Agenda Item 6)	<p>Agreed that CAB57 – Hinkley Point C Planning Obligations Funding – Allocations of Community Impact Mitigation Funding be deleted as actioned.</p> <p>Agreed that CAB58 – Council Tax Rebate Scheme Review for 2015/16 be deleted as actioned.</p> <p>Agreed that CAB60 – Earmarked Reserves Review be deleted as actioned.</p> <p>Agreed that CAB63 – Hinkley Tourism Action Plan - Allocation be deleted as actioned.</p> <p>Agreed that CAB64 – EDF Housing Funding Strategy be deleted as actioned.</p>	Assistant Chief Executive
Corporate Performance Report Quarter 2 2014/15 (1 April to 30 September) (Agenda Item 7)	Agreed that the progress in delivering the corporate priorities for 2014/15 be noted.	Corporate Strategy and Performance Manager
Financial Monitoring Report 2014-15 (April-September 2014) (Agenda Item 8)	<p>Agreed (1) that the current financial standing of the Council together with the estimated position at the end of the financial year be noted.</p> <p>Agreed (2) that it be recommended to Council that £95,158 be transferred to General Fund Reserves in respect of the following:</p> <ul style="list-style-type: none"> • NDR Administration £75,158 • Interest Costs £20,000 <p>Agreed (3) that it be recommended to Council that £49,985 is transferred to the Business Rates Smoothing Reserve to set aside the updated forecast retained business funding surplus in the year.</p> <p>Agreed (4) that it be recommended to Council that a budget transfer (virement) of £40,000 of in year underspends is approved, to provide funds necessary to support essential asset condition surveys in respect of key compliance matters along with stock condition information that will support the development of a robust asset management plan to assist with future decision making and prioritisation of works.</p>	Finance Manager
The Somerset Levels and Moors Levels Flood 20 Year Action Plan – Proposed Somerset Rivers Authority (SRA) (Agenda Item 9)	<p>Agreed (1) that progress to date in the development of the Somerset Rivers Authority be endorsed, and that a further report would follow in due course.</p> <p>Agreed (2) that authority be delegated to the Leader to nominate a member of the Cabinet to sit on the proposed new SRA from 31 January 2015. This may be the Leader or the relevant cabinet member, depending on the positions taken by other Somerset local authorities.</p> <p>Agreed (3) that £5,000 be contributed towards the interim funding required by the SRA; that it be noted that longer term funding and operation on the SRA (beyond any interim funding period) is subject to further development and agreement between local</p>	Director Growth and Development

	partners and Government, and that a further report would follow in due course.	
Fees and Charges (Agenda Item 10)	Agreed that that the proposed Fees and Charges for 2015/16 be recommended to Council.	Finance Manager
Hinkley Point C Update – Procurement of Feasibility Study into the Victory Hall and Village Facilities, Stogursey (Agenda Item 11)	Agreed that the allocation of £15,000 for the appointment of 2MD Regeneration and Vivid Regeneration to undertake a feasibility study into the Victory Hall and village facilities in Stogursey be approved.	New Nuclear Programme Manager

For a record of the reasons for the decision; details of any alternative options considered and rejected by the decision-making body at the meeting at which the decision was made; a record of any conflict of interest relating to the matter decided which is declared by any member of the decision-making body which made the decision; and in respect of any declared conflict of interest, a note of dispensation granted by the relevant local authority's head of paid service, please use the attached link below, to the Council's website where the minutes and relevant reports can be viewed:
<http://www.westsomersetonline.gov.uk/Council--Democracy/Council-Meetings/Cabinet-Meetings/Cabinet--3-December-2014>

Date: 5 December 2014

Weekly version of Cabinet Forward Plan published on 6 January 2015

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
FP/15/2/01 6/02/2014	4 February 2015 By Councillor K V Kravis – Lead Member Resources & Central Support	Title: Annual Budget & Council Tax Setting 2015-16 Decision: to provide Members with all the information required for Council to approve the revenue budget and capital programme for 2015/16 for recommendation to Council.		No exempt / confidential information anticipated	Paul Fitzgerald, Assistant Director Resources 01823 358680
FP/15/2/02 6/02/2014	4 February 2015 By Councillor T Taylor – Leader of Council	Title: Draft Corporate Plan for 2015-16 Decision: to introduce the draft West Somerset Council Corporate Plan 2015/16 for recommendation to Council.		No exempt / confidential information anticipated	Penny James, Chief Executive 01984 635246
FP/15/2/03 6/02/2014	4 February 2015 By Councillor D Westcott – Lead Member for Community and Customer	Title: Consideration of nomination/s received under the Community Right to Bid Legislation Decision: To approve community listing		No exempt / confidential information anticipated	Simon Lewis, Assistant Director Housing and Community Development 01823 356397
FP/15/2/04 6/02/2014	4 February 2015 By Councillor C Morgan – Lead Member for Environment – Hinkley	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
	Point				
FP/15/2/06 6/02/2014	4 February 2015 By Councillor K V Kravis – Lead Member Resources & Central Support	Title: Draft Capital Programme 2015-16 and Capital Strategy Decision: to present the draft Capital Programme 2015/16 and draft Capital Strategy for recommendation to Council		No exempt / confidential information anticipated	Paul Fitzgerald, Assistant Director Resources 01823 358680
FP/15/2/07 6/02/2014	4 February 2015 By Councillor K V Kravis – Lead Member Resources & Central Support	Title: Allocation of Section 106 funds held – Quarter 3 Decision: to make proposals for the allocation of monies secured through planning obligations to individual schemes, and to update members with the current funding position		No exempt / confidential information anticipated	Tim Burton, Assistant Director Planning and Environment 01823 358403
FP/15/2/08 18/12/2014	4 February 2015 By Councillor K V Kravis – Lead Member Resources & Central Support	Title: East Quay, Watchet Decision: to agree a Community Asset Transfer			James Barrah, Director – Housing and Communities 01823 358699
FP/15/2/09 6/01/2015	4 February 2015 By Councillor K V Kravis – Lead Member Resources & Central Support	Title: Allocation of Planning Obligations Funding – Minehead Illumination Project Decision: to make proposals for the allocation of monies secured through planning obligations		No exempt / confidential information anticipated	Corinne Matthews, Economic Regeneration Manager 01984 635287
FP/15/2/10	4 February 2015	Title: Hinkley Tourism Action Partnership Strategy and Action		No exempt / confidential information anticipated	Corinne Matthews, Economic Regeneration

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
6/01/2015	By Councillor K M Mills – Lead Member for Regeneration and Economic Growth	Plan and request for drawdown of S106 Funding			Manager 01984 635287
FP/15/3/01 22/04/2014	4 March 2015 By Councillor T Taylor – Leader of Council	Title: Corporate Performance Report 2014-15 – Quarter 3 Decision: to provide Members with an update on progress in delivering corporate priorities and performance of council services		No exempt / confidential information anticipated	Paul Harding, Corporate Strategy and Performance Manager 01823 356309
FP/15/3/05 22/04/2014	4 March 2015 Councillor K V Kravis – Lead Member Resources & Central Support	Title: Budget Monitoring Report Quarter 3 Decision: to provide Members with details of the Council's expected financial outturn position in 2014/15 for both revenue and capital budgets, together with information relating to predicted end of year reserve balances		No exempt / confidential information anticipated	Paul Fitzgerald, Assistant Director Resources 01823 358680
FP/15/3/02 22/04/2014	4 March 2015 By Councillor D Westcott – Lead Member for Community and Customer	Title: Consideration of nomination/s received under the Community Right to Bid Legislation Decision: To approve community listing		No exempt / confidential information anticipated	Simon Lewis, Assistant Director Housing and Community Development 01823 356397
FP/15/3/03 22/04/2014	4 March 2015 By Councillor C Morgan – Lead Member for	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
	Environment – Hinkley Point				
FP/15/3/04 6/02/2014	4 March 2015 By Councillor K V Kravis – Lead Member Resources & Central Support	Title: Review of Financial Regulations [FR2] Decision: to offer comment on the Financial Regulations		No exempt / confidential information anticipated	Paul Fitzgerald, Assistant Director Resources 01823 358680
FP/15/3/05 18/12/2014	4 March 2015 By Councillor D Westcott – Lead Member for Community and Customer	Title: Discretionary Housing Payment and Discretionary Council Tax Rebate Policy for 2015/16 Decision: to present the Discretionary Housing Payment and Discretionary Council Tax Rebate Policy for 2015/16 for recommendation to Council		No exempt / confidential information anticipated	Heather Tiso, Head of Revenues and Benefits 01823 356541
FP/15/4/01 22/04/2014	1 April 2015 By Councillor K V Kravis – Lead Member Resources & Central Support	Title: Allocation of Section 106 funds held – Quarter 4 Decision: to make proposals for the allocation of monies secured through planning obligations to individual schemes, and to update members with the current funding position.		No exempt / confidential information anticipated	Tim Burton, Assistant Director Planning and Environment 01823 358403
FP/15/4/02 22/04/2014	1 April 2015 By Councillor D Westcott – Lead Member for Community and Customer	Title: Consideration of nomination/s received under the Community Right to Bid Legislation Decision: To approve community listing		No exempt / confidential information anticipated	Simon Lewis, Assistant Director Housing and Community Development 01823 356397

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FP/15/4/03 22/04/2014	1 April 2015 By Councillor C Morgan – Lead Member for Environment – Hinkley Point	Title: Hinkley Point Decision: to consider key issues relating to Hinkley Point		No exempt / confidential information anticipated	Andrew Goodchild, New Nuclear Programme Manager 01984 635245

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

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

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

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

Report Number: WSC/11/15
Presented by: Cllr. Kate Kravis, 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
To be Held on: 15 January 2015
Date Entered on Scrutiny Forward Plan Or Agreement for Urgency Granted: 1 December 2014

FINANCIAL STANDING AND MTFP 2015/16

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 2015/16, 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>	Rare (1)	Catastrophic (5)	Low (5)

- 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.

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 Corporate Plan.
- 5.4 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.
- 5.5 The Director of Operations presented a report to Scrutiny Committee on 10 July 2014 – "Towards a Financially Fit Future". That report shared updated forecasts and assumptions for the Council's Medium Term Financial Plan, confirming that the Council continues to face significant financial challenges and uncertainty, and needs to adopt a robust Budget Strategy to deal with the tightening funding conditions, and unprecedented levels of financial risk now "localised" by the Government. Subsequently the Council has implemented a strategic approach to budget setting, including the development of 'corporate budget principles' (approved by Cabinet 1 October 2014) to help provide a framework for identifying and considering various budget options.
- 5.6 In this context, 'Initial Savings Options' have been prepared that provide Members with options to close the Budget Gap thus aiming to meet the ambition to achieve financial sustainability. The options were reported to and noted by Scrutiny Committee on 1 December 2014. Further, the Council has reviewed its fees and charges for services, and approved a number of updated and new charges for 2015/16 at its meeting on 17 December 2014.
- 5.7 In a new initiative for this year, a "Budget Consultation Pack" has been provided to all Members (issued on 23 December 2014), aiming to share details of draft budget proposals and the Provisional Funding Assessment from Government.
- 5.8 This report provides details of budget estimates and options for 2015/16. 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 the past three years (to 2014/15) has seen the Council's main general funding reduce by £271k in cash terms (10.3%). Following the Local Government Resource Review, changes to the main method of general funding for local authorities was introduced from April 2013 with the implementation of Business Rates Retention. The 'core' sources of general funding is therefore now Revenue Support Grant and Retained Business Rates.

7.2 A number of previously separate grants were 'rolled in' to the funding base including the Council Tax Freeze Grant, Homelessness Prevention Grant, and Council Tax Support Funding.

7.3 The Council also receives New Homes Bonus which is based on housing growth in the district. Nationally, the Government will fund increases in New Homes Bonus through a reduction on the 'pot' for Revenue Support Grant.

7.4 Details of the Provisional Settlement Funding Assessment were issued by Government on Thursday 18 December 2014. 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 14.1% in 2015/16. This comprises Revenue Support Grant (RSG) and Business Rates (BR) Baseline.
- RSG reduced by £344k (28.1%) compared to 2014/15, from £1,224k to £880k. This incorporates the 2014/15 Council Tax Freeze grant of £20k which has been rolled in to the baseline.
- BR Baseline has increased by 1.9% (RPI capped), from £1,071k to £1,092k.
- New Homes Bonus (provisional) grant increased by £127k, to £571k
- Council Tax Freeze Grant of £21k available for 2015/16 tax setting. This grant if taken, will be rolled into the RSG baseline for 2016/17 and therefore be included in future settlement beyond 2015/16 (subject to future Spending Reviews).

7.5 The following table summarises updated funding baseline:

Table 1 – Provisional Settlement Funding Assessment headline figures

	2013/14 £k	2014/15 £k	Change		2015/16 £k	Change	
			£k	%		£k	%
Updated RSG Baseline	1,579	1,225	-354	-22.4%	880	-345	-28.1%
Business Rates Baseline	1,050	1,071	21	2.0%	1,092	21	1.9%
Total Funding Baseline	2,629	2,296	-333	-12.7%	1,972	-324	14.1%

7.6 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.

7.7 As can be seen the projected reduction in our funding baseline is £324k over the next

year, in addition to the £333k reduction seen in the previous year. This represents a general funding reduction of **£657k** or **25%** in cash terms over the 2 year period. The reduction is greater in real terms.

Revenue Support Grant (RSG)

- 7.8 The Provisional Settlement indicates our RSG for 2015/16 will be £880,491. This is a reduction of £344,247 or -28.1% compared to 2014/15. The previously separate 2014/15 Council Tax Freeze Grant (CTFG) of £20,547 has been 'rolled in' to the RSG. The total reduction in RSG ignoring the rolled in CTFG is £364,794 or -29.3%. Whilst this is a very larger reduction, it is not reduced by as much as previous forecast, mainly due to an increase in funding to rural authorities including West Somerset.
- 7.9 As previously reported, it is anticipated that RSG will be the main area of funding the Government will target to achieve the reduction in national spending on local government. In addition to the above figures in Table 1, we are forecasting that RSG will be subject to further reductions in future years. Our projections in the MTFP currently assume that RSG will diminish by 2020 and there is a risk that this source of funding could decline more sharply than current projections. However, details beyond 2015/16 will be subject to future periodic Spending Reviews and annual Funding Assessments and are not known at this stage.

Retained Business Rates

- 7.10 The Provisional Settlement indicates our Business Rates Baseline for 2015/16 will be £1,091,598, an increase of £20,468 or 1.9%. The Baseline is due to increase by RPI each year - the September 2014 RPI is 2.3% - however the Government have decided to 'cap' the RPI increase for a second year in 2015/16 thus reducing the impact on the rate payer (see 7.15 below).
- 7.11 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.
- 7.12 The current estimates for the 2015/16 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 "NNDR1") and further work is required before the budget is finalised. Final estimates will be prepared and included in the report to the Cabinet on 4 February 2015.
- 7.13 The indicative estimates included with the Draft Budget in this report is summarised as follows:

Table 2 – Business Rates Funding Estimates

	Budget 2014/15 £k	Indicative 2015/16 £k	Change £k
Standard Share of business rates income	4,720	4,668	-52
Less: Tariff payable to Government	-2,979	-3,036	-57
Less: Levy Payment to Government	-335	-424	-89
Add: S31 Grant Income (government-funded reliefs)	0	313	313
Add: Safety Net payment from Government	0	0	-
Net Retained Business Rates Funding	1,406	1,521	115

- 7.14 The indicative budget forecast for retained business rates income has increased by £115k in 2015/16.
- 7.15 In the Autumn Statement 2014 the Government announced a range of measures to support businesses, including limiting the RPI factor for business rates to a maximum of 2% (actual cap is 1.91%) for 2015/16, and a further extension to the enhancement of Small Business Rate Relief. These measures will impact on the amount of business rates income received in 2015/16, however the Government has stated that local authorities will be fully refunded for the loss in revenue resulting from these changes through Section 31 Grant.
- 7.16 The potential loss of funding through appeals and refunds remains a material risk. However a financial provision is made annually for this risk, and the Council has also set aside additional funds in the Business Rates Smoothing Reserve to provide further financial protection if our provision proves to be insufficient.

New Homes Bonus Grant (NHB)

- 7.17 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 or rewards housing growth. The NHB grant is non-ringfenced which means the Council is free to decide how to use it.
- 7.18 The scheme design sets out that each year's Grant allocation will be payable for six years. Assuming this funding mechanism remains consistent in future, the Council should receive six years' grant allocations in each financial year from 2016/17 onwards.
- 7.19 The Provisional NHB Grant allocation for 2015/16 is £571,015, an increase of £127,371 (28.7%) compared to the grant for 2014/15 (and slightly more than earlier estimates). 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 Funding

	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	147			882
2013/14 Grant			145	145	145	145	145	145		870
2014/15 Grant				60	60	60	60	60	60	360
2015/16 Grant					128	128	128	128	128	640
Subtotal	91	238	383	443	571	571	480	333	188	3,298
2016/17 Estimate						139	139	139	139	556
2017/18 Estimate							139	139	139	417
2018/19 Estimate								58	58	116
2019/20 Estimate									50	50
Total	91	238	383	443	571	710	758	669	574	4,437

Housing Benefit & Council Tax Admin Grant

- 7.20 The Council receives separate grants towards the administration of housing benefit and council tax rebate. The provisional grant allocations for 2015/16 has recently been announced at £219,064. This represents a reduction of £29,240 (-11.8%) compared to the grant for 2014/15.

Council Tax

- 7.21 The Cabinet is 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 2015/16.
- 7.22 Using the Council Tax Base for 2015/16 and assuming a 1.99% increase the draft budget estimate for council tax income is therefore $13,414.8 \times £140.56 = £1,885,584$ (excluding parish precepts). This represents a total increase in income of £62,363 compared to 2014/15 (£26k in respect of tax base, £36k in respect of rate increase).
- 7.23 In 2014/15 the Council approved a council tax freeze, and as such was allocated a Council Tax Freeze Grant by Government. A similar grant is available in respect of 2015/16 with Government indicating a Council Tax Freeze in 2015/16 will attract a grant of £21,604. This is broadly equivalent to a 1% tax increase (adjusted to exclude CTS impact). Applying a tax freeze would reduce our tax income estimate by £36,757 which would be partly offset by the Grant (net impact £36,757 - £21,604 = £15,153).
- 7.24 Ministers have agreed that the funding for 2015/16 freeze grant scheme will be in the spending review baseline for future years, so there will not be a "cliff edge" effect on council finances.
- 7.25 The Government's trigger for a referendum for "excessive council tax increases" is set at 2% - so any increase of 2% or more will require a referendum.

Council Tax Rebate (CTR) Grant and Funding for Parishes

- 7.26 The Government included funding for the Council's share of the cost of CTR within the baselines for Revenue Support Grant and retained Business Rates in 2013/14. Since 2014/15 it is not transparent as to how much funding is included for CTR – however as the baseline has drastically reduced it is logical that CTR funding has

also reduced.

- 7.27 At the Full Council meeting on 19 November 2014 it was approved that no grant would be paid to Parish / Town Councils in respect of the 2015/16 financial year towards the impact of CTR on local tax bases.

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 2 below summarises the changes to draft budget estimates since the Scrutiny meeting on 1 December and also the potential measures to close the gap, indicating where further information is required to finalise the budget estimates for next year.

Table 4 – Projected Further Changes to the Budget Gap

	See para	£	£
2015/16 Budget Gap November 2014			244,707
Cease Parish CTR Grants	8.2	-80,359	
Initial Savings Proposals	8.3	-64,354	
Fees and charges – various services proposals	8.4	-13,650	
Fees and charges – car parking (provisional estimate)	8.5	-35,000	
2015/16 Budget Gap Estimate – 1 December 2014			51,344
Further information / assumptions:			
Revision of car parking income estimates	8.5	10,000	61,344
JMASS final staff structures – on target	8.6	Nil	61,344
JMASS non-staff target delivery – on target	8.6	Nil	61,344
HB & CTR Admin Grant confirmed	7.20	4,422	65,766
Council Tax Base	7.22	-26,116	39,650
Council Tax Collection Fund Surplus / Deficit	8.7	-70,200	-30,550
Somerset Rivers Authority - Contribution	8.8	5,000	-25,550
Revenue Support Grant – Provisional Settlement	7.8	-42,428	-67,978
Adjust for 2014/15 Ctax Freeze Grant rolled into RSG	7.8	20,547	-47,431
Increase in NHB – Provisional Settlement	7.19	-651	-48,082
Transfer to New Homes Bonus Reserve	8.9	48,082	0
Further savings options?		TBC	?
Revenue implications of Capital programme		TBC	?
Council Tax – final proposals		TBC	?
Budget Gap / (-)Surplus Estimate December 2014			NIL +/-?

- 8.2 **CTR Parish Grants:** At the Full Council meeting on 19 November 2014 it was approved that no grant would be paid to Parish / Town Councils in respect of the 2015/16 financial year and therefore this decision reduces the budget gap by approximately £80K.
- 8.3 **Initial Savings Proposals:** The Council's management team is presenting a range of options that Members are requested to consider in respect of budget savings for 2015/16. The options are summarised in Appendix A, and if these are all implemented this will provide ongoing savings of approximately £64K in 2015/16.

These options were presented to and noted by Scrutiny on 1 December.

- 8.4 **Fees & Charges - General:** Following consultation with Members at Corporate Policy Advisory Group, Fees and Charges were considered by Cabinet on 3 December 2014 prior to approval by Full Council 17 December 2014. It is anticipated that changes to Fees and Charges will contribute an additional £13,650 to income budget estimates for 2015/16.
- 8.5 **Fees & Charges – Parking:** Proposals for car parking fees are currently being developed which it is estimated at this stage will deliver an additional net income of approximately £25,000 in 2015/16 based on an increase applicable from June 2015, rising to £30,000 for the full-year effect in 2016/17. Details of the proposals were initially shared for consultation with Members at Corporate Policy Advisory Group (CPAG) on 27 November 2014, and final proposals will be brought forward to Council in January for consideration / approval. Formal consultation on the proposed fees, once approved in principle by the Council, will also need to be undertaken in line Traffic Regulations, prior to implementation in the summer.
- 8.6 **JMASS:** The 2015/16 budget assumes the business case is on track and therefore it is set to meet the budget target, delivering estimated ongoing savings of £307,000 for this Council.
- 8.7 **Collection Fund Surplus:** The provisional forecast for the Collection Fund balance at the end of this financial year is a surplus of £520k. The WSC share of this estimated balance is £70k, which will be received as a one-off credit in 2015/16. The Surplus will be formally calculated on 16 January 2015, in line with statutory requirements, and any change in this estimate will be factored into the final budget proposals.
- 8.8 **Somerset Rivers Authority:** At the December Cabinet meeting it was resolved that £5,000 be contributed towards the interim funding required by the Somerset Rivers Authority (SRA) and that longer term funding and operation on the SRA (beyond any interim funding period) is subject to further development and agreement between local partners and Government.
- 8.9 **New Homes Bonus Reserve:** Historically, all NHB Grant has been used to support ongoing spending of the Council. One of the corporate budget principles is to try and reduce reliance on NHB for annual service costs, and based on current draft estimates and following the Provisional Settlement Funding Assessment, the Council is potentially able to take a step towards meeting this principle to reduce reliance on NHB in 2015/16. Based on current working draft budget estimates – subject to finalising the Cabinet’s budget proposals and any new information – it is tentatively proposed to set aside £48,082 into the New Homes Bonus Reserve in 2015/16, providing Members with some flexibility in the short term e.g. pump-priming funding towards invest to save initiatives. This proposal will be reviewed as the budget is finalised e.g. some or all of this amount may be required to support unavoidable capital costs, however the principle is sound at this stage of the process.
- 8.10 As reported to Scrutiny Committee on 1 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.

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 5 – MTFP Forecast

	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Forecast Net Expenditure	5,692,313	5,904,778	6,056,242	6,244,340	6,434,108
Earmarked Reserve Transfers	48,082	0	0	0	0
General Reserve Transfers	0	0	0	0	0
NET BUDGET	5,740,395	5,904,778	6,056,242	6,244,340	6,434,108
Retained Business Rates	-1,521,225	-1,551,640	-1,582,668	-1,614,318	-1,646,601
Revenue Support Grant	-880,491	-572,319	-314,775	-141,649	-49,577
New Homes Bonus	-571,015	-710,068	-757,831	-668,940	-573,539
Other General Grants	0	0	0	0	0
Council Tax - WSC	-1,955,784	-1,928,774	-1,973,027	-2,018,203	-2,064,443
Council Tax - Parishes	-811,880	-811,880	-811,880	-811,880	-811,880
FUNDING AVAILABLE	-5,740,395	-5,574,681	-5,440,181	-5,254,990	-5,146,040
Budget Gap – In Year	0	330,097	285,964	373,289	298,718
Budget Gap – Cumulative	0	330,097	616,061	989,350	1,288,068

**Net Expenditure and Council Tax figures include funding for Parish Precepts*

- 9.2 Beyond 2015/16, the MTFP includes anticipated inflationary pressures related to staffing pay awards, price inflation on services and major contracts, as well as the estimated funding position over the next five years. In addition, the efficiency savings that will be delivered through the implementation of Joint Management and Shared Services between Taunton Deane and West Somerset Councils have been included in 2015/16 estimates.

10. GENERAL RESERVES

- 10.1 The Council considers its reserves position as part of the overall financial framework that underpins the Budget Strategy. This framework includes an acceptable minimum reserves position of £0.5m. The current Draft Budget for 2015/16 will maintain reserves above this minimum. From a financial strategy perspective it will be sensible to take advantage of any opportunities to increase reserves, to increase flexibility and resilience to the challenges ahead.
- 10.2 In addition, the S151 Officer is currently reviewing the acceptable minimum reserves. A recommendation on this will be included in her “Robustness of Budget” statement and will be presented in the Budget reports to the Cabinet and Full Council for approval in February 2015.
- 10.3 The General Fund Reserves position as at 1 April 2014 was £0.992m. Taking into account the 2014/15 Original Budget, and approved changes during the year, the projected balance as at 31 March 2015 is £0.758m. Following the completion of the Townsend Farm asset disposal in December 2014 it is no longer expected that the Broadband capital scheme funding will need to be part-underwritten from revenue reserves, thus increasing previously reported reserve balance by £131,000. The

following table provides a reconciliation of the current balance on General Reserves and projected balance at the start of 2015/16.

	£
Balance Brought Forward 1 April 2014	991,866
Original Budget 2014/15	-321,108
<i>Supplementary Budget Allocations:</i> Sand Clearance, Blenheim Gardens, Blue Anchor Coastal Protection, Local Plan	-115,250
Current approved Balance	555,508
<i>Forecast:</i>	
In Year Savings – Recommended Transfer To General Reserves	95,318
Requested transfer of uncommitted balances from Earmarked Reserves	107,581
Projected Balance Carried Forward 31 March 2015	758,407

- 10.4 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 2015/16 and the tough financial challenges ahead. The S151 Officer's current recommended minimum reserves balance is £500,000, therefore the projected balance leaves modest "headroom" of approximately £258,000 for future years. It is advisable to aim to balance the 2015/16 budget without the need to use general reserves, and even increase reserves if possible, as the Council will undoubtedly need up front funding to implement measures to secure financial sustainability including a future service transformation programme. However, it may be necessary to consider using reserves to support one- spend through the Capital Programme (see below) – we will know this when the final programme is presented for approval in February.

11. CAPITAL PROGRAMME

- 11.1 Indicative information in respect of the Capital Programme was included in the Budget Consultation Pack issued to Councillors at the end of December 2014.
- 11.2 As well as the funded Capital Programme (re Disabled Facilities Grants), services have identified a number of projects for which funding has yet to be found (see below). The Asset Management Group will review capital bids in January with a view to prioritising these prior to consideration of a draft Programme by the Cabinet. Subject to future capital receipts the Council has no current balance of capital reserves available, therefore it is anticipated that the initial Programme for 2015/16 will be minimal at this stage – with schemes funded by external grant plus any revenue resources that may be recommended within the final budget proposals.
- 11.3 The Authority has previously made the decision to repay its external debt liability of £3.5m through the use of capital receipts generated through the disposal of surplus assets. Whilst this strategy is sound, it means these receipts will not be available to provide capital resources to fund new projects.
- 11.4 The table below shows the funded and unfunded bids for 2015/16:

Project	Cost 2015/16 £'000
Grant Funded Projects	
Disabled Facilities Grants	241
Total Funded Schemes	241
Disabled Facilities Grants	48
7 The Esplanade, Watchet	15
Barnsclose Industrial Estate, Dulverton	11
Microsoft Licence Fee	12
Hardware Replacement	21
Information Systems Annual Projects	70
Clanville Grange, Minehead	500
Open Spaces Machinery Replacement	32
Public Conveniences	25
Total Unfunded Bids 2015/16	734

Additional Information – Capital Schemes 2015/16.

Funded Projects

Disabled Facility Grants – £241,000

- 11.5 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 central government provide a contribution towards the Council's costs via an annual grant. The Council will receive a grant from Somerset County Council's Better Care Fund totalling £241,000, providing the necessary funding to make this scheme affordable. This is an increase of £57,000 compared to the £184,000 DFG funding received in 2014/15.

Unfunded Projects

Disabled Facility Grants - £48,200

- 11.6 This additional amount, over and above the government grant, has been requested to help reduce the rolling waiting list.

7 The Esplanade Watchet - £15,000

- 11.7 The building is in a very poor condition with damp and water ingress. Further damage will occur if the building is not repaired and made watertight.

Barnsclose Industrial Estate Dulverton - £11,000

- 11.8 Refurbishment of the four industrial units to include overhaul of electrics, replacement roof lights, overhaul of roller shutter doors and replacement of windows and doors. The site is currently on the market but if it is not sold work will need to take place to refurbish the units to a more satisfactory standard. It may then be possible to increase rent levels.

Microsoft License Fee - £12,000

- 11.9 This is for the annual licence fee which allows the Council to keep up to date with the latest Office software.

Hardware Replacement - £21,000

- 11.10 This is to allow for a rolling replacement of client computers over 4 years old and to replace servers which are not suited to the virtual environment.

IS Annual Projects - £70,000

- 11.11 The Council has a number of applications running on a database which will be unsupported by Microsoft from July 2015. This needs to be upgraded to ensure that the Council is not running unsupported and vulnerable software.

Clanville Grange, Minehead - £500,000

- 11.12 This is a low cost home ownership scheme which involves the Council purchasing and reselling houses at a discount to enable local people to gain access to the housing ladder. The requested expenditure relates to the potential repurchase of houses plus their associated selling costs. Capital receipts will potentially accrue from the sale of these properties but the associated capital expenditure will need to be funded in advance of the disposal.

Open Spaces Machinery Replacement - £32,000

- 11.13 To provide a ride on cylinder mower to replace the existing machine. The existing machine is 13 years old and repair costs to keep it serviceable and lost labour time has become unacceptable.

Public Conveniences - £25,000

- 11.14 To undertake works to selected public conveniences so that they are more cost efficient. Looking at reducing them in size and/or converting part of the buildings into workspace. Also working with parish/town councils to look at alternative options for providing these facilities. The condition of the buildings is also deteriorating and revenue budgets are under pressure due to increasing maintenance costs.

- 11.15 There may be further funding opportunities within the next 1-2 years if planned asset disposals generate surplus capital receipts above the £3.5m needed to repay capital debt in line with the current strategy. Other funding options could include borrowing or using general reserves provided the revenue implications are affordable.

12 FINANCIAL/RESOURCE IMPLICATIONS

- 12.1 Contained within the body of the report.

13 COMMENTS ON BEHALF OF THE SECTION 151 OFFICER

- 13.1 This report provides a progress update and shows that options are presented that would enable Members to set a balanced Budget for 2015/16 without the need to draw on reserves. This will be a significant achievement and will be an important step towards achieving financial sustainability. 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 2015/16 but also for the longer term.

14 EQUALITY & DIVERSITY IMPLICATIONS

- 14.1 **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

14.2 Each budget option must be examined to assess what impact it may have on equality and diversity.

15 CRIME AND DISORDER IMPLICATIONS

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

16 CONSULTATION IMPLICATIONS

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

17 ASSET MANAGEMENT IMPLICATIONS

17.1 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.

18 ENVIRONMENTAL IMPACT IMPLICATIONS

18.1 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.

19 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.

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

20 LEGAL IMPLICATIONS

20.1 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.

Assistant Director	Corporate Budget Principles	Service Option Heading	Description of the Service Option	Category	2015/16 £	Business Case: Service Impact Explained	Risk Management	Public Impact	Operational Impact	Confidence	Environmental Implications	Community Safety Implications	Equalities Impact	Partnership Implications	Legal Considerations	Health and Wellbeing Implications
TOTAL					64,354											
Chris Hall	Service delivery - reduction in costs	Coastal Protection	Minehead Seafront lights	Budget no longer required	4,000	This budget can be reduced based on historical underspends.	The residual budget will be £4,000 which should be sufficient to maintain lights	Low	Low	High	None	None	None	None	None	None
Chris Hall	Transfer of Services	Public Conveniences	Reduction by £3,000 in Non Domestic Rates budget	Partner/ Outsource	3,000	This budget can be reduced based on the changes to the number of public toilets and the reduction in size of others.	Costs will be monitored	Low	Low	High	None	None	None	None	None	None
Chris Hall	Maximising income	Public conveniences	Increase in income for toilet charges from £700 to £4000	Income	3,300	Income has increased in the last 12 months and therefore the income budget can be increased to reflect this.	Costs will be monitored	Low	Low	High	None	None	None	None	None	None
Chris Hall	Service delivery - reduction in costs	Open Spaces	Reduction by £1,200 in disposal of green waste budget	Budget no longer required	1,200	This budget can be reduced based on historical underspends		Low	Low	High	None	None	None	None	None	None
Chris Hall	Service delivery - reduction in costs	Minehead Harbour	Reduction by £400 in Non Domestic Rates budget	Budget no longer required	400	This budget can be reduced based on historical underspends		Low	Low	High	None	None	None	None	None	None
Chris Hall	Service delivery - reduction in costs	Minehead Harbour	Reduction in water charges budget £50	Budget no longer required	50	This budget can be reduced based on historical underspends		Low	Low	High	None	None	None	None	None	None
Chris Hall	New Income	Minehead Harbour	Increased income for letting out of the Lime Kiln units £300	Income	300	This budget can be reduced as these charges are now picked up by the Lime Kiln unit operators		Low	Low	High	None	None	None	None	None	None
Chris Hall	Service delivery - reduction in costs	Street Cleaning	Reduction in fly tipping budget	Budget no longer required	500	This budget can be reduced based on historical underspends		Low	Low	High	None	None	None	None	None	None
Chris Hall	Service delivery - reduction in costs	Street Cleaning	Removal of tyre disposal budget	Budget no longer required	500	This budget can be reduced based on historical underspends		Low	Low	High	None	None	None	None	None	None
Ian Timms	Grant Expenditure	Contract	Transfer of Inward Investment costs allocated to Into Somerset Brand to HPC budgets due to integral supply chain links in WSC area (wsc)	Efficiency	3,000	Removal of cost from General fund at WSC		Medium	Medium	High	None	None	None	None	None	None
Ian Timms	Grant Expenditure	Arts Grants	Reduction in grant provided to Artlife	Service Reductions	6,245	Artlife is the key deliverer of cultural services in West Somerset. It has now developed to a point where is has a relatively sustainable business model in place. Residual grant would be £6,000.	Council will consult with Artlife regarding implications of reduced funding	Medium	Low	Medium	None	None	Impact Assessment to be completed	Council will consult with Artlife regarding implications of reduced funding	None	None
Kene Ibezi	Grant Expenditure	Community Assets	Removal of assets of community value budget.	Service Reductions	20,000	None.	Potential financial risk in the event of claim. A contingency is proposed to be held in earmarked reserves.	Low	Medium	Medium	None	None	None	None	None	None
Richard Sealy	Service delivery - reduction in costs	West Somerset House Wood pellets	Ceasing to use the wood pellet boiler & moving to the permanent use of gas will deliver a saving in energy costs.	Efficiency	3,000	No impact.	Low risk	Low	Low	High	None	None	None	None	None	None
Richard Sealy	Service delivery - reduction in costs	West Somerset House Boiler maintenance	Ceasing to use the wood pellet boiler will result in our no longer requiring annual maintenance	Budget no longer required	1,000	No impact.	Low risk	Low	Low	High	None	None	None	None	None	None
Richard Sealy	Service delivery - reduction in costs	West Somerset House Bird deterrent	Remove the bird deterrent budget.	Service Reductions	2,500	No impact anticipated.	Considered low risk. No deterrent implemented this year and no problems experienced	Low	Low	High	None	None	None	None	None	None
Richard Sealy	Service delivery - reduction in costs	West Somerset House Window cleaning	Move from the current quarterly cleaning to 6 monthly cleaning	Service Reductions	800	Should have no impact on service delivery	Low risk	Low	Low	High	None	None	None	None	None	None

Assistant Director	Corporate Budget Principles	Service Option Heading	Description of the Service Option	Category	2015/16 £	Business Case: Service Impact Explained	Risk Management	Public Impact	Operational Impact	Confidence	Environmental Implications	Community Safety Implications	Equalities Impact	Partnership Implications	Legal Considerations	Health and Wellbeing Implications
Simon Lewis	Grant Expenditure	Community Links - Grants	Reduction in grant provided to CLOWNS	Service Reductions	5,602	Business Case - councillors have indicated that these budgets should be reduced. An approach has taken to minimise the impact on services that support the most vulnerable people in West Somerset. Therefore budgets for Engage CVS, Home Start and WS Advice Bureau have not been cut: CLOWNS - organisation has been expecting cuts from WSC for some time. This brings funding to £3,000 in line with Engage CVS and Home Start. The cut would mean a reduction in play scheme activity days (last year 12 delivered, benefitting 214 children). Activities act as early intervention and help children with life skills.	Risk that organisations affected will no longer be viable and services will cease altogether and that the impact on the community would be detrimental. We would reduce the risk by working with the organisations to help them identify alternative funding streams which could help close the gap	Medium	High	Low	None	None	A reduction in provision of the CLOWNS service which is focussed on working with more vulnerable and isolated families could have an equalities impact. Further analysis would be needed on the families supported and whether cuts in service would have an adverse impact on any of the 7 equality domains	Although our grant arrangement is not strictly a partnership it could affect a number of voluntary and community organisations and would reduce the extent of service delivery of these organisations and potentially reduce their ongoing viability	None	Under Priority 2 of the Health and Wellbeing Strategy is an action to "support families and people with low resilience". Cuts to this budget will impact on this, particularly the cuts to the CLOWNS service. However the reduction is intended to bring funding in line with that paid to other services such as Home Start
Simon Lewis	Service delivery - reduction in costs	Homelessness Admin (WSC)	The Council underspent on homelessness prevention (bonds etc) last year by around £10k and is on track for a similar level this year. Reduce the 50152 prevention budget by £1000 and Multi-Agency Assessment by £3000 (zero spend last year and zero to date this year)	Budget no longer required	4,000	Through JMASS we will review thresholds for accepting people who are under genuine threat of homelessness and will work to ensure P21 delivers in West Somerset to help reduce demand.	The worst case scenario is that landlords refuse tenants which will increase spend on the B&B budget. The introduction of Somerset HomeLet should increase supply of willing landlords and additional Hinkley monies for rent and bond schemes will also help reduce pressure on this budget.	Low	Low	Medium	None	If the budget had an impact affect on housing vulnerable people and they were not housed appropriately or were street homeless then this will increase their vulnerability to crime	Potential impact for vulnerable people suffering from physical or mental disabilities more likely to be affected by homelessness. If the proposal was to affect our ability to support these people then it could have an equality impact on this group.	This could have some impact on our work with landlords	The Council has a number of statutory responsibilities around homelessness and housing advice	Under Priority 2 of the Health and Wellbeing Strategy is an action to "support families and people with low resilience". It is therefore important that there is no adverse impact on the service to affect this
Tim Burton	Grant Expenditure	Community Links - Grants	Implement a 50% reduction in grant provided to Quantock Hills AONB Service	Service Reductions	4,957	A proposal has been put forward to consider this, but further liaison is needed with the QHAONB to ensure that this reduced funding would still allow the partnership to produce the AONB Management Plan - a statutory requirement for WSC.		Low	Low	Medium	None	None	None	None	None	None

Report Number: WSC 12/14
Presented by: COUNCILLOR TIM TAYLOR, LEADER OF THE COUNCIL
Author of the Report: PAUL HARDING, CORPORATE STRATEGY AND PERFORMANCE
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Report to a Meeting of: SCRUTINY
To be Held on: 15 January 2015
Date Entered on Executive Forward Plan N/A
Or Agreement for Urgency Granted:

DRAFT 2015/16 SERVICE PLANS

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to provide the Scrutiny Committee with the opportunity of scrutinising and influencing the draft Service Plans for 2015/16 prior to their finalisation and approval.

2. CONTRIBUTION TO CORPORATE PRIORITIES

- 2.1 The preparation of appropriately focused and properly resourced service plans is essential to enable the Council to deliver its Corporate Priorities

3. RECOMMENDATIONS

- 3.1 That the Scrutiny Committee consider the draft Service Plans for 2015/16 and make comments thereon for consideration by informal Cabinet when signing off Service Plans in March 2015, following the setting of the Council's budget.

4. RISK ASSESSMENT (IF APPLICABLE)

Risk Matrix

Description	Likelihood	Impact	Overall
That the Service Plans are not fit for purpose and relevant objectives and key tasks are not delivered in accordance with the Corporate Priorities	Possible (3)	Major (4)	Medium (12)
<i>That the draft Service Plans are robustly scrutinised to ensure that appropriate objectives and key tasks are included and the continued implementation of a performance management framework to monitor and review the delivery of Service 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 Members will be aware that the Council has in place a Performance Management Framework with an annual timetable to ensure that the Council continually refreshes its Corporate Priorities and has in place the processes to monitor the delivery of those priorities.

5.2 The first key stage in this annual timetable is the setting/refreshing of the Corporate Priorities and this is currently being undertaken with a final version to be considered by the Council at its meeting to be held on 26 February 2015. The draft Corporate Plan for 2015-16, that is being considered for adoption is set out in **Appendix A** to this report. **Appendix B** expands upon this to set out the proposed performance measures for 2015/16 (note that some are still under discussion).

5.3 A key part of ensuring the delivery of the Council's Corporate Priorities going forward is the preparation and implementation of appropriate service plans.

5.4 Good service planning is the cornerstone of effective performance management. Good performance management is knowing where you are, knowing where you are going, and knowing how you are going to get there.

5.5 An effective service plan provides a solid foundation, keeping priorities and principles firm even in times of change.

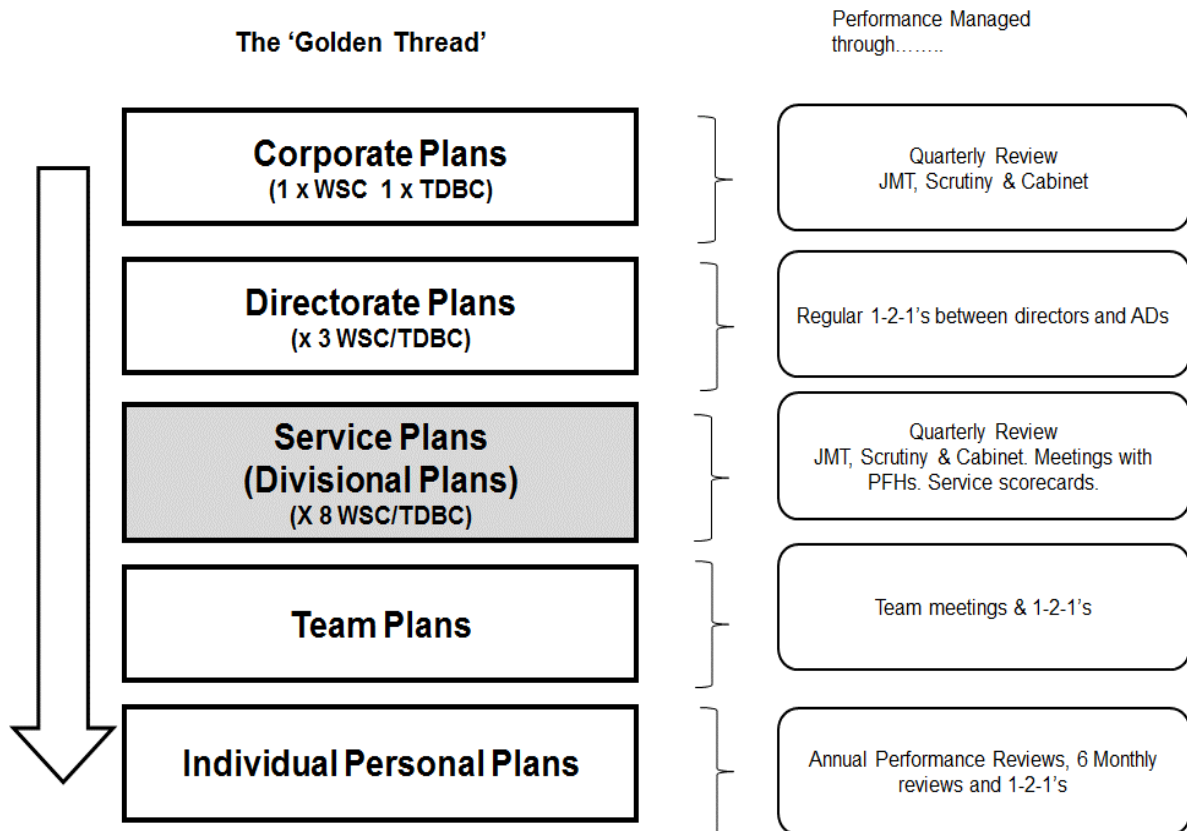
5.6 The purpose of these plans is to:

- Clarify the main services delivered by teams reporting to each Assistant Director, Assistant Chief Executive and New Nuclear Programme Manager;
- Highlight achievements from 2014/15;
- Highlight the key activities which need to be undertaken during 2015/16 by teams reporting to the Assistant Directors, Assistant Chief Executive and New Nuclear Programme Manager;
- Show the performance measures proposed for 2015/16;
- Show the resources available (people and finances) to deliver these activities (financial information will be available once the budget is set);
- Identify the key risks and challenges facing services during 2015/16.

The plans also contain the contact details of senior officers within each service area, which it is hoped Members will find helpful.

5.7 Service plans are a vital part of the 'Golden Thread' which links corporate objectives through to team and individual action plans, so that each person working for WSC and TDBC knows how they contribute to achieving corporate priorities. Service planning is a key link in this chain, because it's at a level that's high enough to show how activity contributes to corporate priorities, but detailed enough to ensure that important activities are managed for maximum performance.

5.8 The illustration below shows the 'Golden Thread' and where Service Plans fit within this:



5.9 Teams will use these plans to ensure:

- there is a common understanding of the key tasks to be undertaken and objectives to be delivered;
- there is clarity regarding how performance will be measured;
- there is a clear link between the role of the team and the Corporate Priorities

5.10 In order to reflect the new joint senior management structure, there are nine separate service plans for review rather than the three produced in previous years. **Appendix C** therefore contains the draft 2015/16 service plans for teams reporting to:

- a. The Assistant Chief Executive – Bruce Lang
- b. The New Nuclear Programme Team – Andrew Goodchild
- c. The Assistant Director Corporate Services – Richard Sealy
- d. The Assistant Director Resources – Paul Fitzgerald
- e. The Assistant Director Housing & Community Development – Simon Lewis
- f. The Assistant Director Operational Delivery – Chris Hall
- g. The Assistant Director Planning & Environment – Tim Burton
- h. The Assistant Director Business Development – Ian Timms
- i. The Assistant Director Property & Development – Kene Ibezi

- 5.11 Draft service plans were submitted to the Corporate Policy Advisory Group for their December meeting.
- 5.12 The specific purpose of this item is to give Scrutiny Committee the opportunity to review the draft Service Plans in advance of the formal budget setting process by Council.
- 5.13 The key task of the Committee is to scrutinise these plans to ensure that they have captured key objectives and tasks that will ensure the delivery of the refreshed Corporate Priorities, set out in **Appendix A**, and include an appropriate range of performance measures to be reported during 2015/16.
- 5.14 The Service Plans attached to this report are still drafts and any comments made by the Committee will be reported back so that Lead Members and officers responsible for their respective Service Plans can take any issues into account before Cabinet informally meet to sign off Service Plans in March, following the formal setting of the Council's budget in February.
- 5.15 The ongoing monitoring of the agreed final 2015/16 Service Plans will be achieved through quarterly performance monitoring reports that will be presented to the Scrutiny Committee and Cabinet during 2015/16 as well as quarterly performance review sessions of JMT.

6. FINANCIAL/RESOURCE IMPLICATIONS

- 6.1 The financial resource implications will be set out in the Service Plans and will need to be approved as part of the corporate planning and budget process. Budget monitoring will take place as part of the quarterly performance monitoring reports which the Scrutiny Committee and Cabinet will receive.

7. SECTION 151 OFFICER COMMENTS

- 7.1 The Service Plans are strategic in nature, focusing on delivery of Corporate Priority objectives and key tasks plus key service changes to mitigate high scoring risks. They will be complemented by work plans for each team to ensure that day-to-day tasks are completed.

8. 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:

- 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

- 8.1 There are no implications directly associated with this report.

9. CRIME AND DISORDER IMPLICATIONS

9.1 There are no implications directly associated with this report.

10. CONSULTATION IMPLICATIONS

10.1 The draft service plans have been prepared based on internal discussions between relevant officers and Lead Members and have been presented to Corporate PAG at their December meeting.

11. ASSET MANAGEMENT IMPLICATIONS

11.1 There are Asset Management actions contained within the Service plan for the Assistant Director Property & Development

12. ENVIRONMENTAL IMPACT IMPLICATIONS

12.1 Reference is made within the service plan for the New Nuclear Programme Team to working with partners to positively respond to opportunities to enhance the environment in the communities affected by the Hinkley Point C construction.

13. LEGAL IMPLICATIONS

13.1 There are no implications directly associated with this report.

West Somerset Council



**CORPORATE PLAN
2015/16**

Front cover photographs by:
Jane Lillis [Watchet]
Fred Owen [Exmoor Ponies]
Craig Palmer [Train]



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Foreword

This Corporate Plan for 2015-2016 sets out the vision that will drive the Council's work over the coming year.

This is a time of unparalleled challenge, and opportunity, for both the Council and the district that we serve. We have achieved a great deal over the past 12 months but there is much work still to be done.

Our challenge now is to not lose focus. We have made an excellent start in ensuring the Council's finances are built on sound foundations through our innovative partnership with Taunton Deane Borough Council. The two Councils share staff, senior managers and a single Chief Executive. During 2014/15 this partnership saved West Somerset Council **£x**. During 2015/16 we are set to save a further **£x**,

Our budget, however, remains challenging, while demand for our services that are highly valued by our community is rising. We recognise that we have to change the way we deliver our services - critically evaluating everything we do and finding innovative solutions with our partners to continue to deliver the services which West Somerset needs and deserves. This stage of our work will start in earnest during 2015/16.

We also recognise that the development of the new nuclear power station at Hinkley Point C in our district offers great opportunity for our residents and businesses. The project has the potential to significantly raise the aspirations and life chances of many within our community. We will do all we can to help our communities benefit from this opportunity while taking care to protect local people and the environment.

We will continue to work positively with our towns and parishes, building strong relationships throughout our district to the benefit of all who live and work in West Somerset.



Tim Taylor
Leader of the Council



Penny James
Joint Chief Executive



Our Vision

This plan sets out the overall vision for West Somerset and the two priorities that the Council are focusing on for 2015-16.

Our vision is:

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

We will deliver this vision by:

- Championing and enabling the people, local organisations and communities of West Somerset
- Working with partners, both inside and outside West Somerset.

This plan sets out the overall vision for West Somerset and the two priorities that the Council are focussing on for 2015/16. These two priorities are:

1. 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.

2. New Nuclear Development at Hinkley Point

Maximising opportunities for West Somerset communities and businesses to benefit from the potential development whilst protecting local communities and the environment.

We monitor and report our performance throughout the year to see whether we are on track to deliver the corporate plan. We also use the measures of progress to check that the key tasks are delivering our priorities



Our Core Values

We will be supportive of one another; work as a team of teams and be flexible. We will show an ability to cope with change together with a commitment to ongoing learning and development.

Of others we will value people as individuals and the mix of personal, people, professional and technical skills they bring.

Our core values are that of:

Integrity – be honest, do what is right and stick to it

Fairness – treat everyone equally, respecting his or her individual needs and abilities

Respect – always show respect for everyone

Trust – show trust in our staff and Members

‘West Somerset recognises the importance of fair treatment and we are committed to ensuring everyone has access to our services and is treated equally and fairly’.

The Council’s aim is to seek to ensure that our policies, services and decision-making are as responsive and inclusive as they can be, and to promote equality of opportunity for all those living, working and visiting the district.



Our Place

West Somerset covers 290 square miles (740 square kilometers) of a rural, sparsely populated, very picturesque, part of the country, serving a population of just 35,000.

It has a population density of just 0.5 people per hectare; one of the lowest in the UK, made up of 17,600 households. Our population has the oldest average age in the United Kingdom at 52 years. 1,800 businesses are based in the district.



West Somerset is home to the Hinkley Point C development which is the largest single construction project in the UK and is the largest development to receive consent under the Planning Act 2008 regime. At the peak of construction it will employ 5,600 people with more than 25,000 jobs over the lifetime of the build programme. The £14 billion project will be the first new nuclear development in the UK for almost 30 years and will take more than 12 years to construct and will generate electricity for 6 million homes over 60 years once operational.

Nearly two-thirds of the western land area of the district forms part of Exmoor National Park and the district also includes the Quantock Hills, an Area of Outstanding Natural Beauty.

The local economy is heavily dependent on agriculture and tourism.



Our Management Team

The Council's **Senior Leadership Team** is made up of the Chief Executive, three Directors and Assistant Chief Executive. The senior leadership team is supported by 7 Assistant Directors. All of these officers are shared between West Somerset Council and Taunton Deane Borough Council.

Senior Leadership Team

Penny James	Chief Executive
Shirlene Adam	Director – Operations, Section 151 Officer and Deputy Head of Paid Services
James Barrah	Director – Housing and Communities
Brendan Cleere	Director – Growth and Development
Bruce Lang	Assistant Chief Executive and Monitoring Officer

Assistant Directors

Richard Sealy	Corporate Services
Paul Fitzgerald	Resources
Chris Hall	Operational Delivery
Simon Lewis	Housing & Community
Kene Ibezi	Property and Development
Tim Burton	Planning & Development
Ian Timms	Business Development

Political Leadership



Councillor Tim Taylor
Leader of the Council

The Council is made up of 26 elected Members. The Leader of the Council is accountable for the delivery of the corporate plan. The Leader appoints a Cabinet of Members whose role in relation to the corporate plan, is to provide guidance on the setting of priorities and promote those Council priorities and objectives. Each member of the cabinet also has a particular responsibility for a designed portfolio and these are listed below

Portfolios	Lead Member
Corporate Support and Performance - <i>Actively championing West Somerset.</i> Also, services including: Performance Management, Diversity & Equalities, Press & Media and Corporate Management	Councillor Tim Taylor Leader of the Council
Resources & Central Support - <i>Achieving financial sustainability</i> Also, services including: Asset Management, Human Resources, ICT and Finance	Councillor Kate Kravis
Housing, Environmental Health & licensing - <i>Improving the quality and availability of housing</i> Also, services including: Housing, Food Safety, Licensing and Planning Policy	Councillor Keith Turner
Regeneration & economic Growth - <i>A thriving and increasingly varied local economy where people will have the skill to work and prosper</i> Also, services including: Economic Regeneration, Tourism, Car Parking and Public Convenience	Councillor Karen Mills
Community and the Customer - <i>Championing strong local communities</i> Also, services including: Community Safety, Arts & Culture, Land Charges, Benefits, Council Tax, Business Rate, Website and Customer Services.	Councillor Dave Westcott
New Nuclear <i>Maximising opportunities for West Somerset communities and businesses.</i>	Councillor Chris Morgan
Environment - <i>Safeguarding the natural and built environment</i> Also, services including: Street Cleansing, Waste & Recycling, Park & Open Spaces, Planning Applications, Coastal Management and Climate Change	Councillor Anthony Trollope-Bellew
Executive Support & Democracy - <i>Supporting the democratic process</i> Also, services including: Electoral Services and Member Services	Councillor Steven Pugsley



Corporate Priority 1

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

We will have achieved this priority of Local democracy if a financially sustainable and accountable model of local democracy remains at West Somerset by March 2016.

This priority has 2 objectives supported by 8 key tasks.

OBJECTIVE 1:

Local democracy and accountability remains within West Somerset by working with Taunton Deane Borough Council to further develop shared service delivery models that deliver effective, efficient services and retain customer satisfaction.

Key Task 1.1

Commence corporate transformation phase of joint working between WSC and TDBC.

Key Task 1.2

Complete a review of HR policies and practices to support 'One Team' working.

Key Task 1.3

Support and develop Members to enable them to effectively perform their democratic role.

Key Task 1.4

Develop and approve a revised three-year Corporate Plan for 2016-2019.

Key Task 1.5

Develop more effective mechanisms for communicating the Council's priorities, performance and key messages to our residents and businesses.

Key Task 1.6

Obtain customer feedback regarding overall satisfaction in the Council and Value for Money.

We will use the following measures of progress during the period 1st April 2015 to 31st March 2016 to track our progress on delivering this objective.

- Corporate Transformation Plan approved;
- New Corporate Plan 2016-19 approved;
- Staff terms and conditions reviewed and any approved changes made;
- The percentage West Somerset residents who are satisfied with Council services is equal to or greater than the 2014/15 level of 79.2%
- The percentage of West Somerset respondents who agree that the Council provides value for money is equal or greater than the 2014/15 level of 89.2%
- Overall satisfaction with the way in which WSC runs things is equal or greater than the 2014/15 level of 81.5%

OBJECTIVE 2:

Identify additional savings, income generation and maximise existing and new funding opportunities to secure financial sustainability by March 2016.

Key Task: 2.1

Develop a platform for long term financial sustainability.

Key Task: 2.2

Agree and implement a new Community Asset Transfer Policy to provide an equitable and methodical process for the consideration and transfer of any Council owned assets where this would be to the mutual benefit of the Council and our communities.

We will use the following measures of progress during the period 1st April 2015 to 31st March 2016 to track our progress on delivering this objective.

- Balanced budget approved for 2016/17 in Feb 2016;
- Community Asset Transfer Policy approved;
- MTFP agreed;
- Level of general reserves is at least £ at 31st March 2016.



Corporate Priority 2

New Nuclear Development at Hinkley Point

Maximising opportunities for West Somerset communities and businesses to benefit from the potential development whilst protecting local communities and the environment.

We will have achieved this priority of 'New Nuclear Development at Hinkley Point' if by March 2016 we have demonstrated that local communities and businesses have benefited from the economic opportunities arising from the development.

This priority has 5 objectives (objectives numbers 3 to 7) supported by 16 key tasks.

OBJECTIVE 3:

Communities in West Somerset can access and understand the process for accessing funding opportunities provided for by the development at Hinkley Point and are supported in delivering funded projects and initiatives.

Key Task: 3.1

Explain to the West Somerset community the agreed process for communities and organisations to access and bid for funding, maximising the potential investment in West Somerset from Hinkley Point related funding once funding becomes available.

Key Task: 3.2

To improve the community's understanding of the funding available from WSC and Somerset Community Foundation through the delivery of a communications strategy.

Key Task: 3.3

To support the community during the bidding process, maximising the number of successful bids and potential investment in West Somerset.

Key Task: 3.4

By March 2016 to deliver a programme of investment within West Somerset for the leisure funding provided directly to the council from the development at Hinkley Point

We will use the following measures of progress during the period 1st April 2015 to 31st March 2016 to track our progress on delivering this objective.

-TBC

TBC

OBJECTIVE 4:

The economic opportunities that arise from the development and associated activities are maximised.

Key Task: 4.1

Work with key partners and EDF Energy to support businesses to gain economic benefits from the development in terms of contracts awarded to local suppliers as well as helping to make businesses more resilient in terms of any displacement and leakage of staff.

Key Task 4.2

Work with key partners and EDF Energy to provide suitable access to skills, training and employment opportunities to benefit local residents and ensure that local businesses have the access to the skilled workforce that they require.

Key Task 4.3

Work with tourism partners to mitigate the negative effects of the development and take advantage of any opportunities created.

Key Task 4.4

Support, enable and facilitate place based regeneration and infrastructure projects and initiatives in West Somerset.

We will use the following measures of progress during the period 1st April 2015 to 31st March 2016 to track our progress on delivering this objective.

- 75 businesses will have attended training events
- 20 additional businesses registered on supply chain portal
- 50 individuals accessing specific business support programmes

OBJECTIVE 5:

Increase the availability of housing supply within West Somerset to mitigate the extra demands linked to Hinkley Point workers.

Key Task 5.1

Using the Hinkley Point Housing Fund to provide 185 additional bed spaces in the West Somerset area by 31st March 2016

Key Task 5.2

Facilitate the delivery of additional affordable homes within the West Somerset area

Key Task 5.3

To work with landlords and owners of empty properties to reduce the number of long-term empty homes in the District.

We will use the following measures of progress during the period 1st April 2015 to 31st March 2016 to track our progress on delivering this objective.

- 185 Additional bed spaces delivered during 2015/16
- 4 first time buyer loans provided
- 80 additional affordable homes built
- Long term empty homes in the District are reduced by **TBC** (as measured at the time of the 1st October 2015 CTB1 return).

OBJECTIVE 6:

The development at Hinkley Point is carried out in accordance with the approved plans and ensuring that the Council actively monitors the development and responds to any complaints received in a timely and sound manner

Key Task: 6.1

Establish and maintain a programme of site visits to Hinkley Point and associated development sites to ensure that the development is carried out in accordance with the approved plans

Key Task: 6.2

To monitor and publicise Noise and Air Quality Data on the Council's website to enable communities affected to access data and, following the agreed complaints procedure, to respond appropriately to issues which arise from development activity.

Key Task: 6.3

Work with partners to implement a range of community safety initiatives raising awareness of the development project, its potential impacts and preventative measures.

We will use the following measures of progress during the period 1st April 2015 to 31st March 2016 to track our progress on delivering this objective.

- At least 6 planned / unplanned site visits made to the development site and associated development sites during 2015/16;
- Responded proactively to all complaints made regarding the development within 10 working days;
- Published noise and air quality data on the Council's website within 10 working days of receiving the information.

OBJECTIVE 7:

Minimise the effects on the environment by working with partners to positively respond to opportunities to enhance the environment in the affected communities using secured funding within Section 106 agreements are mitigated.

Key Task: 7.1

Develop a programme of investment within West Somerset for the ecology funding provided directly to the Council from the development at Hinkley Point.

Key Task: 7.2

To actively work with Somerset County Council to ensure that they develop a clear programme of investment within West Somerset for the contributions where the County Council is the initial recipient from the development at Hinkley Point.

We will use the following measures of progress during the period 1st April 2015 to 31st March 2016 to track our progress on delivering this objective.

- TBC
- TBC

How we manage our performance

Performance management is the tool to ensure that we are serving our communities and residents well. Cabinet & Councillors use it to check that policy decisions are being carried out and that local people are being well served.

Managers use performance management to ensure that the services, teams and individuals are performing to agreed service levels and that services respond to what is important to local people.

Performance Management helps us to:

- Prioritise our work
- Keep track of and meet our corporate objectives
- Provide value for money
- Motivate & manage our staff
- Improve the outcomes for our residents

A framework for managing and monitoring performance is vital to demonstrate efficient and effective use of resources and a corporate calendar incorporating all the elements of the Performance Management Framework has been adopted and is being implemented.

We monitor the progress of the Corporate Plan and service plans on a quarterly basis to ensure that we remain focused and stay on track to deliver what we set out to. We also assess our performance by consulting with our partners and customers, benchmarking against other similar local authorities and learning from good practice.

Updates on key performance indicators and performance against the corporate plan and service plans are reported to both Scrutiny & Cabinet on a quarterly basis.

Performance Management is one of the key roles of Scrutiny. Besides scrutinising performance against the corporate plan and service plans they will also carry out investigations into areas of poor Council performance and scrutinise the process for preparing the medium financial plan and budget to ensure it reflects the corporate plan's priorities.

We take an integrated approach to performance that allows decisions to be made based on data that are accurate and complete. At the end of each quarter, Service Leads report on their performance indicators against targets, progress towards achieving key tasks and variances in financial spend.

Performance monitoring and review is a key process to recognise good performance and understand the ingredients that have achieved success. It will help to identify good practice and enable us to apply the learning to other areas where appropriate and gives recognition to those that deliver good performance.

How we manage risk

Risk management is the planned and systematic approach to the identification, evaluation and control of risk. Its objectives are to secure the assets of the organisation and to ensure the continued financial and organisational well-being.

The Council's Service Planning process requires weaknesses, opportunities and threats to be identified and used to create and refresh service-based risk registers within each Group of services.

Joint Management Team maintains the Corporate Risk Register and service plans include any service level risks.

Additional risks may be identified:

- During team meetings
- In internal audit reports and associated action plans,
- Through the drafting of committee reports
- External reviews including peer reviews
- Through the internal service review process

Risks are also identified in committee reports to help inform the debate. Relevant risks within those committee report summaries (at the front of each report) will be added to service or corporate risk registers as Joint Management Team deem appropriate.

Finance – our budget

In 2015/16 the Council has a total net budget of £xxxm to spend on its services, which is made up of a £xxxm Government Grant / Business Rate retention and £xxx in Council Tax. The balance of £xxx is funded from reserves. Here is a summary of how we intend to spend this money:

If you require further information please contact:

West Somerset Council
West Somerset House
Killick Way
Williton
Taunton
SOMERSET TA4 4QA

Tel: 01823 356309

Email: customerservices@westsomerset.gov.uk

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Facebook.com/westsomerset



Twitter.com/wsomerset

WSC CORPORATE PERFORMANCE UPDATE - Q2 2014/15

2015/16 Corporate Priorities & Service Measures /Targets

APPENDIX B

Key Task	Ref	Key Action /Measure	Target	JMT Owner
PRIORITY 1. LOCAL DEMOCRACY				
Objective 1 Local democracy and accountability remains within West Somerset by working with Taunton Deane Borough Council to further develop shared service delivery models that deliver effective, efficient services and retain customer satisfaction.				
Key Task 1.1 Commence corporate transformation phase of joint working between WSC and TDBC	1.1.1	Workstreams, milestones and resources identified to commence delivery of the Corporate Transformation programme		RICHARD SEALY
	1.1.2	Senior Leadership Team (SLT) signed-off the corporate transformation programme		RICHARD SEALY
	1.1.3	Identify the technology needed in 2015/16 to further support joint working and an implementation plan is approved by the Programme Board.		RICHARD SEALY
	1.1.4	Implement new ICT per the agreed programme plan (see 1.1.2)		RICHARD SEALY
	1.1.5	Implement the business cases for Shared Building Control and Legal Services according to their respective implementation plans.		RICHARD SEALY

Key Task	Ref	Key Action /Measure	Target	JMT Owner
	1.1.6			RICHARD SEALY
Key Task 1.2 Complete a review of HR policies and practices to support 'One Team' working	1.2.1	Staff terms & conditions reviewed, in consultation with UNISON, and any amendments approved through the democratic process.		RICHARD SEALY
	1.2.2	HR policies reviewed and harmonised where appropriate to better support the 'One Team' shared service model and any changes approved through the democratic process.		RICHARD SEALY
	1.3.1	Review TDBC & WSC's constitutions and governance arrangements and align where appropriate in order to more effectively support shared working. Any changes approved through the democratic process.		BRUCE LANG
Key Task 1.3 Develop and support Members to enable them to effectively perform their democratic role.	1.3.2	Develop effective Member induction and development programme for 2015/16 which is approved by SLT		BRUCE LANG
	1.3.3	Deliver Member induction and development actions as per the agreed programme.		BRUCE LANG
	1.4.1	After the May Council elections, support the Cabinet in developing and agreeing a revised three-year Corporate Plan for 2016-2019 and gain approval through democratic process. Agreed by March 2016.	31-Mar-16	RICHARD SEALY
Key Task 1.4 Develop and approve a revised three-year Corporate Plan for 2016-2019				
Key Task 1.5 Develop more effective mechanisms for communicating the Council's	1.5.1	Increase the number of followers of the WSC Twitter account by 20% during 2015/16 (compared to a baseline set in March 2015)	31-Mar-16	BRUCE LANG

Key Task	Ref	Key Action /Measure	Target	JMT Owner
priorities, performance and key messages to our residents and businesses.	1.5.2	Develop and publish on the Council's website, an Annual Report for 2014/15.	31-Jul-15	RICHARD SEALY
Key Task 1.6 Obtain customer feedback regarding overall satisfaction in the Council and Value for Money.	1.6.1	The percentage West Somerset residents who are satisfied with Council services is equal to or greater than the 2014/15 level of 79.2%	30-Jun-15	RICHARD SEALY
	1.6.2	The percentage of West Somerset respondents who agree that the Council provides value for money is equal or greater than the 2014/15 level of 89.2%	30-Jun-15	RICHARD SEALY
	1.6.3	Overall satisfaction with the way in which WSC runs things is equal or greater than the 2014/15 level of 81.5%	30-Jun-15	RICHARD SEALY
Objective 2 Identify additional savings, income generation and maximise existing and new funding opportunities to secure financial sustainability by March 2016				
Key Task 2.1 Develop a platform for long term financial sustainability.	2.1.1	Develop a Financial Strategy and Medium Term Financial Plan and gain approval through the democratic process.		PAUL FITZGERALD

Key Task	Ref	Key Action /Measure	Target	JMT Owner
Key Task 2.2 Agree and implement a new Community Asset Transfer Policy to provide an equitable and methodical process for the consideration and transfer of any Council owned assets where this would be to the mutual benefit of the Council and our communities.	2.2.1	Develop a Community Asset Transfer Policy to provide an equitable and methodical process for the consideration and transfer of any Council owned assets where this would be to the mutual benefit of the Council and our communities and gain approval through the democratic process.		KENE IBEZE

PRIORITY 2. NEW NUCLEAR DEVELOPMENT AT HINKLEY POINT

Objective 3. Communities in West Somerset can access and understand the process for accessing funding opportunities provided for by the development at Hinkley Point and are supported in delivering funded projects and initiatives				
Key Task: 3.1 Explain to the West Somerset community the agreed process for communities and organisations to access and bid for funding, maximising the potential investment in West Somerset from Hinklev	3.1.1	To maintain and update the CIM Fund pages of the Councils Website including Forms, the Funding Strategy, FAQ's, Guidance Notes and the principles for the operation of the Planning Obligations Board	Ongoing	ANDREW GOODCHILD
	3.1.2	To ensure that general enquires regarding the CIM Fund are answered within 10 working days	95%	ANDREW GOODCHILD

Key Task	Ref	Key Action /Measure	Target	JMT Owner
Point related funding once funding becomes available	3.1.3	To ensure that potential applicants are offered advice within 10 working days of submitting an Expression of Interest Form	90%	ANDREW GOODCHILD
Key Task: 3.2 To improve the community's understanding of the funding available from WSC and Somerset Community Foundation through the delivery of a communications strategy	3.2.1	To deliver a rolling programme of events and announcements to promote the CIM Fund within West Somerset	Ongoing	ANDREW GOODCHILD
	3.2.2	Work with the Planning Obligations Board to approve some case study examples of projects which have received funding to improve the understanding of the funding available and what it can be used for	Ongoing	ANDREW GOODCHILD
Key Task: 3.3 To support the community during the bidding process, maximising the number of successful bids and potential investment in West Somerset	3.3.1	To work with key affected communities to identify priorities for funding, along with identifying and help source match funding, for presentation to the Planning Obligations Board	Ongoing	ANDREW GOODCHILD
	3.3.2	Support appropriate bids from communities in West Somerset if they are compliant with the criteria set out in the s106 legal agreement for funding at the bi-monthly Planning Obligations Board meetings and vote in favour, present recommendations from the bi-monthly Planning Obligations Board meeting to Cabinet / Council for approval	Ongoing	ANDREW GOODCHILD

Key Task	Ref	Key Action /Measure	Target	JMT Owner
	3.3.3	Quarterly updates to the West Somerset Voluntary Sector Forum. Four articles in Community Matters newsletter	Ongoing	ANDREW GOODCHILD
Key Task: 3.4 By March 2016 to deliver a programme of investment within West Somerset for the leisure funding provided directly to the council from the development at Hinkley Point	3.4.1	Working with SASP and Sport England identify and secure match funding opportunities for the leisure contributions and submit proposals to the WSC Planning Obligations Group	Ongoing	ANDREW GOODCHILD
	3.4.2	Present funding allocations to Cabinet / Council for approval	Sept 15 Onwards	ANDREW GOODCHILD
Objective 4. The economic opportunities that arise from the development and associated activities are maximised				

Key Task	Ref	Key Action /Measure	Target	JMT Owner
<p>Key Task 4.1 Work with key partners and EDF Energy to support businesses to gain economic benefits from the development in terms of contracts awarded to local suppliers, as well as helping to make businesses more resilient in terms of any displacement and leakage of staff.</p>	4.1.1	Provide bespoke business support activity to build the capacity and capability of businesses to realise the opportunities offered by the Sites Services requirement of the HPC Project. To include encouraging collaboration and upskilling of existing staff.	<p>Number of businesses attended training events of min 2 hours duration - 75</p> <p>Number of new businesses registered on Supply Chain Portal - 20</p>	IAN TIMMS
	4.1.2	Provide bespoke support for businesses to become more resilient in respect of dealing with the effects of displacement of activity or staff to the HPC development. To include Improving the quality of their offering and upskilling and development of current employees.	<p>Number of individuals accessing specific business support programmes on a 1:1 basis - 50</p>	IAN TIMMS
	4.1.3	Diversify the local economy and build additional resilience by supporting the key sectors of niche specialist manufacturing / creative Industries/ food & drink and retail.	<p>Number of business collaborations - 5</p>	IAN TIMMS
	4.1.4	Continue to build and develop relationship with the Heart of the South West LEP to understand and exploit funding opportunities via Hinkley Strategic Delivery Forum, Senior Economic Development Officers Group and 1:1 opportunities	<p>Funding bids considered and submitted as appropriate</p>	IAN TIMMS

Key Task	Ref	Key Action /Measure	Target	JMT Owner
<p>Key Task 4.2 Work with key partners and EDF Energy to provide suitable access to skills, training and employment opportunities to benefit local residents and ensure that local businesses have the access to the skilled workforce that they require</p>	4.2.1	Address identified skills gaps and raise attainment levels through delivering packages of support to ensure that individuals are suitably skilled for work and are able to make the most of job opportunities.	Number of skills initiatives delivered - 8	IAN TIMMS
	4.2.2	Raise aspirations and improve motivation through developing knowledge of local employment and training opportunities and associated progression routes. Identify specific training needs and seek to deliver within the locality.	Number of initiatives delivered - 8	IAN TIMMS
	4.2.3	Address identified barriers which are restricting individual's access to employment and training opportunities. Provide access to mentoring, training and employment opportunities to support those furthest away from the labour market.	Number of people reached – 300 Number of people into employment - 15	IAN TIMMS
	4.3.1	Work with Hinkley Tourism Action Partnership to commission and deliver the following requirements of the S106 Agreement (1) Tourism Monitoring Surveys (2) Visitor Management & Travel Plan	Number of tourism surveys undertaken - 2 Number of businesses directly communicated with visitor management information - 500	IAN TIMMS

Key Task	Ref	Key Action /Measure	Target	JMT Owner
<p>Key Task 4.3 Work with tourism partners to mitigate the negative effects of the development and take advantage of any opportunities created.</p>	4.3.2	Work with the Hinkley Tourism Action Partnership to deliver the key activity / actions identified within the HTAP Action Plan for 2015/16	<p>Number of marketing and promotional initiatives delivered - 5</p> <p>Number of initiatives delivered promoting day visits - 4</p> <p>Number of initiatives delivered promoting week-end visits - 4</p>	IAN TIMMS
	4.3.3	Deliver capacity building support for the Tourism Industry (via key Organisational groupings and networks) and identify and bid for external funding streams to add value to this activity.	<p>Number of business support initiatives delivered - 8</p> <p>Number of business collaborations - 4</p>	IAN TIMMS

Key Task	Ref	Key Action /Measure	Target	JMT Owner
Key Task 4.4 Support, enable and facilitate place-based regeneration and infrastructure projects and initiatives.	4.4.1	Support place based community groupings to achieve their economic development / regeneration aspirations by helping with accessing external funding / making dealing with Local Authority Departments as easy as relevantly possible (single conversation) and influencing other stakeholders.	Number of projects Supported - 4	IAN TIMMS
	4.4.2	Support local groups and Parish / Town Councils to achieve public realm and public vitality and vibrancy activity (signage / street furniture / street markets / interpretation / digital infrastructure and events)	Number of projects supported - 4	IAN TIMMS
	4.4.3	Identify appropriate funding streams and programmes to assist in the delivery of schemes. Assist in formulation of funding application bids to secure funding for projects	Number of applications made / supported – 4	IAN TIMMS
	4.4.4	Develop and adopt framework to enable objective decision making on Tidal Lagoon project.	TBC	IAN TIMMS
Objective 5. Increase the availability of housing supply within West Somerset to mitigate the extra demands linked to Hinkley Point workers				
Key Task 5.1	5.1.1	To submit detailed bids to the Planning Obligations Board, Cabinet and Council (as necessary) to draw down Section 106 funding to deliver a range of initiatives outlined in the approved Hinkley Housing Funding Strategy	Ongoing	ANDREW GOODCHILD
	5.1.2	Facilitate the delivery of 30 bed spaces by housing associations in priority areas through Implementation of their Downsizing Policies.	31-Mar-16	ANDREW GOODCHILD

Key Task	Ref	Key Action /Measure	Target	JMT Owner
Using the Hinkley Point Housing Fund to provide 185 additional bed spaces in the West Somerset area by 31st Mar 2016	5.1.3	Facilitate the delivery of 50 bed spaces by private developers using the enabling fund within the Hinkley Section 106 agreement	31-Mar-16	ANDREW GOODCHILD
	5.1.4	Provide empty property grants and advice to deliver 5 bed spaces through bring properties back into use	31-Mar-16	ANDREW GOODCHILD
	5.1.5	Provide 4 first time buyer loans to supplement tenants savings thereby freeing up private/social rented properties	31-Mar-16	ANDREW GOODCHILD
	5.1.6	Facilitate the delivery of 100 bed spaces through the landlord and tenant services scheme	31-Mar-16	ANDREW GOODCHILD
Key Task 5.2 Facilitate the delivery of additional affordable homes within the West Somerset area	5.2.1	Facilitate the delivery of additional affordable homes at Donniford Road in Watchet – 18 for rent and 4 or low cost sale	Start on site – Aug 15	KENE IBEZE
	5.2.2	Facilitate the delivery of affordable housing at Allers View ph2, Dulverton	Planning application submission – Oct 15	KENE IBEZE
	5.2.3	Facilitate the delivery of 20 additional affordable homes at Townsend Farm, Carhampton	10 completions by Mar 16	KENE IBEZE
	5.2.4	Facilitate the delivery of 8 additional homes to rent at Ellicombe, Minehead (subject to planning approval)	Start on site Mar 16	KENE IBEZE
	5.2.5	Facilitate the delivery of 12 additional affordable homes to rent at Croft House in Williton	Complete Mar 16	KENE IBEZE

Key Task	Ref	Key Action /Measure	Target	JMT Owner
	5.2.6	Facilitate the delivery of 18 additional affordable homes to rent in Watchet – carried over from 2014/15		KENE IBEZE
Key Task 5.3 To work with landlords and owners of empty properties to reduce the number of long-term empty homes in the District.	5.3.1	To reduce the number of long-term empty homes in the district (as measured by the 1st October CTB1 return)	TBC	SIMON LEWIS
Objective 6. The development at Hinkley Point is carried out in accordance with approved plans and ensuring that the Council actively monitors the development and responds to any complaints received in a timely and sound manner				
Key Task 6.1 Establish and maintain thereafter a programme of site visits to Hinkley Point and associated development sites to ensure that the development is carried out in accordance with the approved plans	6.1.1	To make at least one planned / un-planned visit to Hinkley Point and associated development sites every 2 months	Ongoing	ANDREW GOODCHILD
	6.1.2	To monitor compliance with planning conditions / requirements and obligations through regular meetings / observations	Ongoing	ANDREW GOODCHILD
	6.1.3	Investigate and respond proactively to complaints received in relation to the development being carried out at Hinkley Point within 10 working days	Ongoing	ANDREW GOODCHILD

Key Task	Ref	Key Action /Measure	Target	JMT Owner
<p>Key Task 6.2 To monitor and publicise Noise and Air Quality Data on the Councils website to enable communities affected to access data and, following the agreed complaints procedure, to respond appropriately to issues which arise from development activity.</p>	6.2.1	To make at least one planned / un-planned visit to Hinkley Point and associated development sites every 2 months	Ongoing	ANDREW GOODCHILD
	6.2.2	To publish noise and air quality data on the Councils website within 10 working days of receiving the information	Ongoing	ANDREW GOODCHILD
	6.2.3	Investigate and respond proactively to complaints received in relation to the development being carried out at Hinkley Point within 10 working days	Ongoing	ANDREW GOODCHILD
<p>Key Task 6.3 Work with partners to implement a range of community safety initiatives raising awareness of the development project, its potential impacts and preventative measures.</p>	6.3.1	Once HPC funding is in place and officer resources all to deliver a range of projects that ensure the community are aware of the impacts of the new build and identify measures to mitigate those impacts: <ul style="list-style-type: none"> • Regular engagement with emergency services to identify opportunities for collaborative working • Organise partnership meeting to identify opportunities for shared or supportive working 	Ongoing	ANDREW GOODCHILD
	6.3.2	To take an active role in the ESLAG (emergency Services And Local Authorities Group) along with engagement with EDFE through regular one-to-ones	Ongoing	ANDREW GOODCHILD
<p>Objective 7. Minimise the effects on the environment by working with partners to positively respond to opportunities to enhance the environment in the affected communities using secured funding within Section 106 agreements are mitigated</p>				

Key Task	Ref	Key Action /Measure	Target	JMT Owner
Key Task 7.1 Develop a programme of investment within West Somerset for the ecology funding provided directly to the council from the development at Hinkley Point	7.1.1	Using data supplied from EDF Energy develop a range of sites suitable for the provision of ecology mitigation	TBC	ANDREW GOODCHILD
	7.1.2	Present funding allocations to WSC Planning Obligations Group / Cabinet / Council for approval	TBC	ANDREW GOODCHILD
Key Task 7.2 To actively work with Somerset County Council to ensure that they develop a clear programme of investment within West Somerset for the contributions where the County Council is the initial recipient from the development at Hinkley Point.	7.2.1	Work with SCC and partner organisations such as AONB service to understand and, where appropriate, influence funding allocations to ensure that mitigation is delivered in favour of affected communities in West Somerset	Ongoing	ANDREW GOODCHILD
	7.2.2	The Delivery Steering Group (WSC, EDF, SDC & SCC) monitor SCC spend and outcomes in West Somerset area to ensure that communities most affected receive funding as appropriate	Ongoing	ANDREW GOODCHILD

OPERATIONS DIRECTORATE -Service Performance Indicators

Street Cleansing - Service Performance Indicators

KPI 103	% service requests actioned within 5 working days	85%	CHRIS HALL
KCI 81	No. of complaints (lower is better)	Average of 20 or fewer over the year	CHRIS HALL

Key Task	Ref	Key Action /Measure	Target	JMT Owner
Waste & Recycling - Service Performance Indicators				
	KPI 88	Fly-tipping: % removed within 48 hrs	75%	CHRIS HALL
	KPI 90	Fly-tipping: No of incidents	No target -measure only	CHRIS HALL
	KPI 87	% missed collections collected within 24 hours	100%	CHRIS HALL
	KPI 86	% of waste recycled and composted	41%	CHRIS HALL
	KCI 82	Waste & Recycling complaints	20 or fewer for the year.	CHRIS HALL
Building Control - Service Performance Indicators				
	KPI 94	Dangerous structures - % of incidents responded to within 24 hrs.	95%	CHRIS HALL
	KPI 92	% applications registered within agreed timescale (5 days)	95%	CHRIS HALL
	KPI 93	% of inspections carried out on day registered	95%	CHRIS HALL
	KC 187	% of customers who are satisfied or very satisfied with the building control service	85%	CHRIS HALL
Customer Access - Service Performance Indicators				
	KPI 25	Abandoned in queue call rate %	<8%	RICHARD SEALY

Key Task	Ref	Key Action /Measure	Target	JMT Owner
	KPI 21	Number of unique visitors to Council website	80,000	RICHARD SEALY
	NEW	% of formal complaints given substantive response within x working days of receipt.	TBC	RICHARD SEALY
	NEW	FOI requests provided with substantive response within 20 days.	80%	RICHARD SEALY
Environmental Health - Service Performance Indicators				
	KPI 54	Average time taken to respond to initial request for service (days)	4 days or lower	CHRIS HALL
	KPI 56a	% of requests completed within stated service standard (60 days)	75% or higher	CHRIS HALL
	KCI 44	% of customers who are satisfied or very satisfied with the environmental health service	80%	CHRIS HALL
Licensing - Service Performance Indicators				
	KBI 59	% of licenses issued on time	90%	CHRIS HALL
	KCI 47	% of customers who are satisfied or very satisfied with the licensing service	70%	CHRIS HALL
Benefits - Service Performance Indicators				
	KPI	% of customers who are satisfied or very satisfied with the benefits service	97%	PAUL FITZGERALD

Key Task	Ref	Key Action /Measure	Target	JMT Owner
	KBI 3	% of 'Local Authority' error against overall expenditure (lower is better)	<0.48	PAUL FITZGERALD
	KPI 5	Average processing times for new claims (lower is better)	22 days or lower	PAUL FITZGERALD
	KPI 6	Average processing times for changes of circumstances (lower is better)	9 days or lower	PAUL FITZGERALD
	NEW	Benefits subsidy 2014/15	Achieve 100% for 2014/15 (to be reported in Q3). 100% subsidy forecast for 2015/16.	PAUL FITZGERALD
Revenues - Service Performance Indicators				
	KPI 10	% Council tax collected in the year	97.8% or more	PAUL FITZGERALD
	KPI 12	% business rates collected in the year	98% or more	PAUL FITZGERALD
Finance - Service Performance Indicators				
	KB1 132	% of invoices for commercial goods or services paid within 30 days of receipt	90%	PAUL FITZGERALD
	KPI 133	Number of invoices received	No target -measure only	PAUL FITZGERALD

Key Task	Ref	Key Action /Measure	Target	JMT Owner
Electoral Services - Service Performance Indicators				
	NEW	Meet the national performance standards for Electoral Registration Officers and Returning Officers set by the Electoral Commission.	Meet the standard	BRUCE LANG
Legal shared services - Service Performance Indicators				
	NEW	% respondents of shared legal services who are satisfied or very satisfied with the service received.	85% of respondents	BRUCE LANG
Democratic Services - Service Performance Indicators				
	NEW	% of draft minutes for Council and Committee meetings issued within 7 working days of the meeting.	95%	BRUCE LANG

HOUSING AND COMMUNITY - Service Performance Indicators

Housing Options - Service Performance Indicators				
	KPI 45	Number of Households making homeless applications (lower is better)	195 or fewer for the year	SIMON LEWIS
	KPI 46	% of homeless applications accepted as statutory homeless (lower is better)	23% or lower	SIMON LEWIS
	KPI 47	Number of homelessness events prevented (Higher is better)	42 or more for the year	SIMON LEWIS
	NEW	Notify customers of their homeless application decision within 33 working days.	90%	SIMON LEWIS

Key Task	Ref	Key Action /Measure	Target	JMT Owner
Housing Enabling - Service Performance Indicators				
	KCI 42	% of partners involved in the delivery of new affordable houses satisfied or very satisfied with the service	75%	KENE IBEZE
Private Sector Housing - Service Performance Indicators				
	KPI 52	Disabled facilities grants - average time taken end to end to complete adaptation work	22 weeks	SIMON LEWIS
	KCI 43	% customers who are satisfied or very satisfied with the private sector housing service	75%	SIMON LEWIS
	NEW	Undertake inspection of a HMOs 14 days of receipt of valid application.	95%	SIMON LEWIS
GROWTH AND DEVELOPMENT - Service Performance Indicators				
Development Control - Service Performance Indicators				
	KPI 90A	% major planning applications determined within 13 weeks (or within agreed extension of time)	60%	TIM BURTON
	KPI 90B	% minor planning applications determined within 8 weeks	80%	TIM BURTON
	KPI 90C	% of other planning applications determined within 8 weeks	95%	TIM BURTON
	KCI 86	% of customers satisfied with the service received	85%	TIM BURTON

Key Task	Ref	Key Action /Measure	Target	JMT Owner
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Additional Measures

Staff Sickness				
KPI 160	Number of days sickness per FTE	8.2 days or fewer per FTE.	RICHARD SEALY	
NEW	Staff Turnover % (ill health, redundancy, early retirement, dismissal)	Measure only	RICHARD SEALY	



2015/16

Service Plan for **Assistant Chief Executive**

V1.2

Assistant Chief Executive: Bruce Lang

Document Title:	A.C.E Service Plan 2015/16
Author:	Bruce Lang

Approval Path for this plan:

Director	
Portfolio Holder(s)	
Corporate PAG	16 December 2014
Scrutiny	15 January 2015
Cabinet	March 2015

Version Control:

Version Number	Purpose/Changes	Author	Date
1	First draft	Bruce Lang	12/11/14
1.1	Version submitted to Corporate PAG for comment	Bruce Lang	13/11/14
1.2	SWOT deleted	Bruce Lang	21/12/14

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Section 1 – Part A

Introduction

Welcome to the A.C.E 2015/16 service plan.

Purpose of the Plan

This plan identifies the key priorities and actions for the A.C.E area for the 2015/16 financial year. It identifies the resources that will be deployed towards achieving these priorities and demonstrates clear links from the **Corporate Plan** to the service. It ensures the service is accountable for its activities in support of Corporate Aims and Objectives through clearly defined performance measures. The Plan also documents how the service will contribute towards corporate and cross cutting issues such as risk management, equalities impacts, and corporate governance actions.

It has been developed taking into account:

- Corporate Strategy Aims
- Service Aims
- Statutory duties
- Corporate Governance and Risk Management Action Plans
- Equalities Impact Assessments
- Previous achievements and future challenges.

It matches all the service and corporate requirements with budgeted resources to produce a robust and realistic plan of action for the service in 2015/16.

An effective service plan provides a solid foundation, keeping priorities and principles firm even in times of change.

How it will be used

The Service Plan will be delivered through Operational Plans for each area of the Service. This will provide a clear structure from which individual officers' objectives can be set and progress reviewed through the employee performance review process and regular work planning and line management meetings.

Monitoring the Plan

The Service Plan represents an important element of West Somerset District Council's corporate planning framework. They are key in developing the "golden thread" from the Corporate Plan and the Council's Transformation Programme to the operational day-to-day activity of teams.

- Progress against Key Performance Indicators as well as actions in support of the Corporate Plan will be reported **quarterly** to Scrutiny and to Cabinet.
- Performance will also be reviewed **quarterly** by JMT.
- The A.C.E will liaise on a **monthly** basis with the relevant Portfolio holder.
- The A.C.E will meet with the Chief Executive **monthly**.
- Individual performance objectives are set **annually** and reviewed at least **twice a year**
- Managers will meet with their staff individually **monthly** for a 1-2-1 for a review
- Each team within the service will meet **monthly**.
- The performance of the shared legal services partnership will be reviewed **quarterly**

Summary of the main services the A.C.E area delivers

The A.C.E area covers the following key services for both West Somerset Council and Taunton Deane Borough Council:

- **Member /Democratic development and support**

The statutory element of this service involves the preparation of committee agendas and minutes and the Local Assessment of complaints of misconduct by councillors at district and parish level. The discretionary element relates to the provision of support to the Corporate Management Team and Members, including training and development. Specific Executive Assistant/PA support is provided for the three statutory officers – Head of Paid Service (Chief Executive), Section 151(Director of Operations) and Monitoring Officer (A.C.E.). General administrative support is also provided for the Electoral Services Team and the Media and Communications Officer.

- **Monitoring Officer**

This is a statutory role undertaken by the A.C.E. The Monitoring Officer has the specific duty to ensure that the Council, its Officers, and its Elected Councillors, maintain the highest standards of conduct in all they do. These responsibilities extend to Code of Conduct issues relating to Town and Parish councillors across the two council areas. The main duties of the Monitoring Officer are set out below. The Monitoring Officers' legal basis is found in Section 5 of the Local Government and Housing Act 1989, as amended by Schedule 5 paragraph 24 of the Local Government Act 2000.

The Monitoring Officer has three main roles:

1. To report on matters he/she believes are, or are likely to be, illegal or amount to maladministration.
2. To be responsible for Matters relating to the conduct of Councillors and Officers.
3. To be responsible for the operation of the Council's Constitution.

- **Legal Services**

Provides legal advice to council officers through a shared services partnership with Mendip District Council (as lead authority), Taunton Deane Borough Council and West Somerset Council, which is due to commence on 1st April, 2015. A pool of qualified solicitors and legal executives is available to provide specialist legal advice on matters of planning, contract and procurement as well as general advice and to undertake legal action on behalf of the Councils.

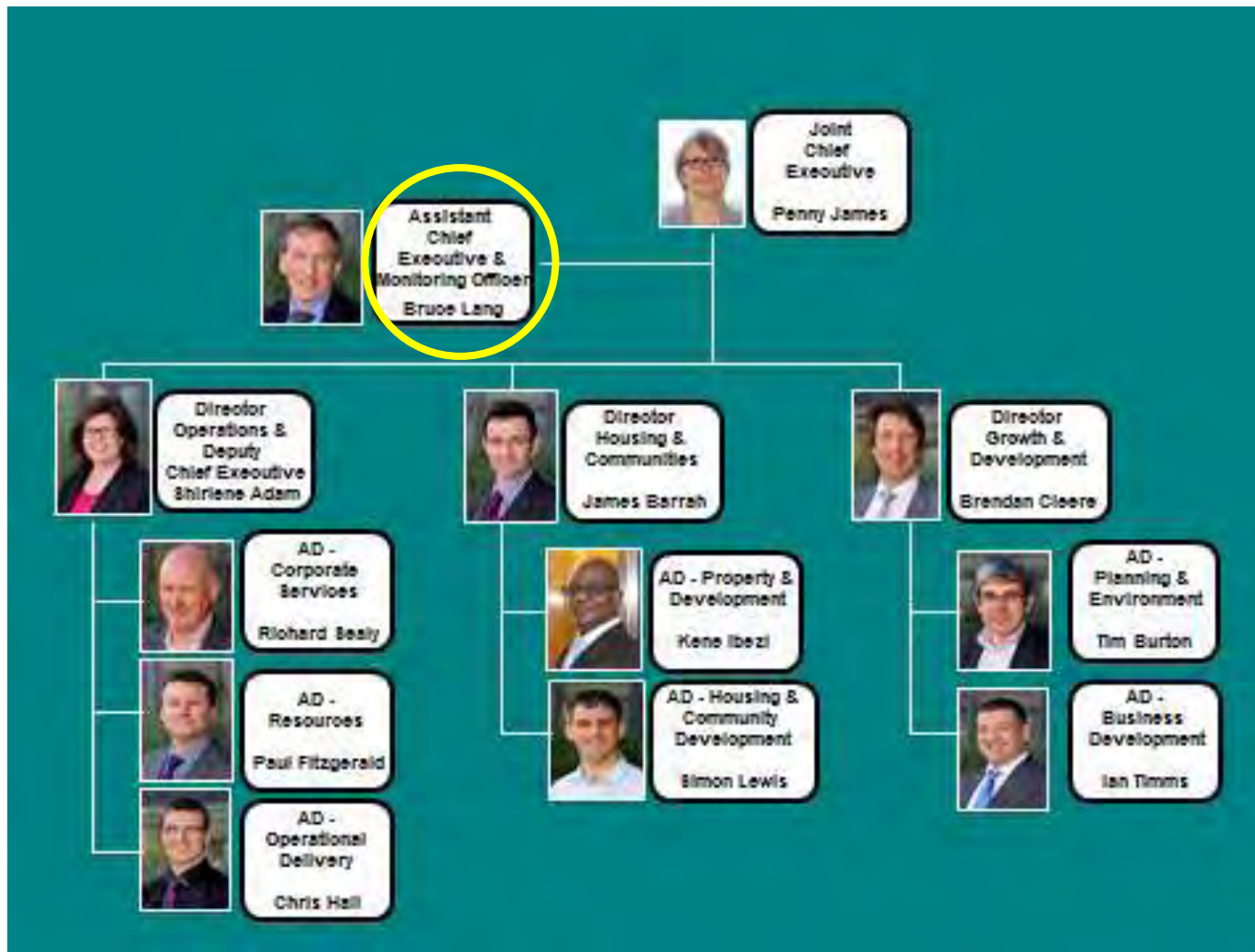
- **Communications and media**

Is a discretionary, although essential, service covering external and internal communications. Externally the service provides timely and accurate information to the general public, partners, private and public sector organisations via media releases and other proactive external communications. An internal information service is also provided for all members and staff.

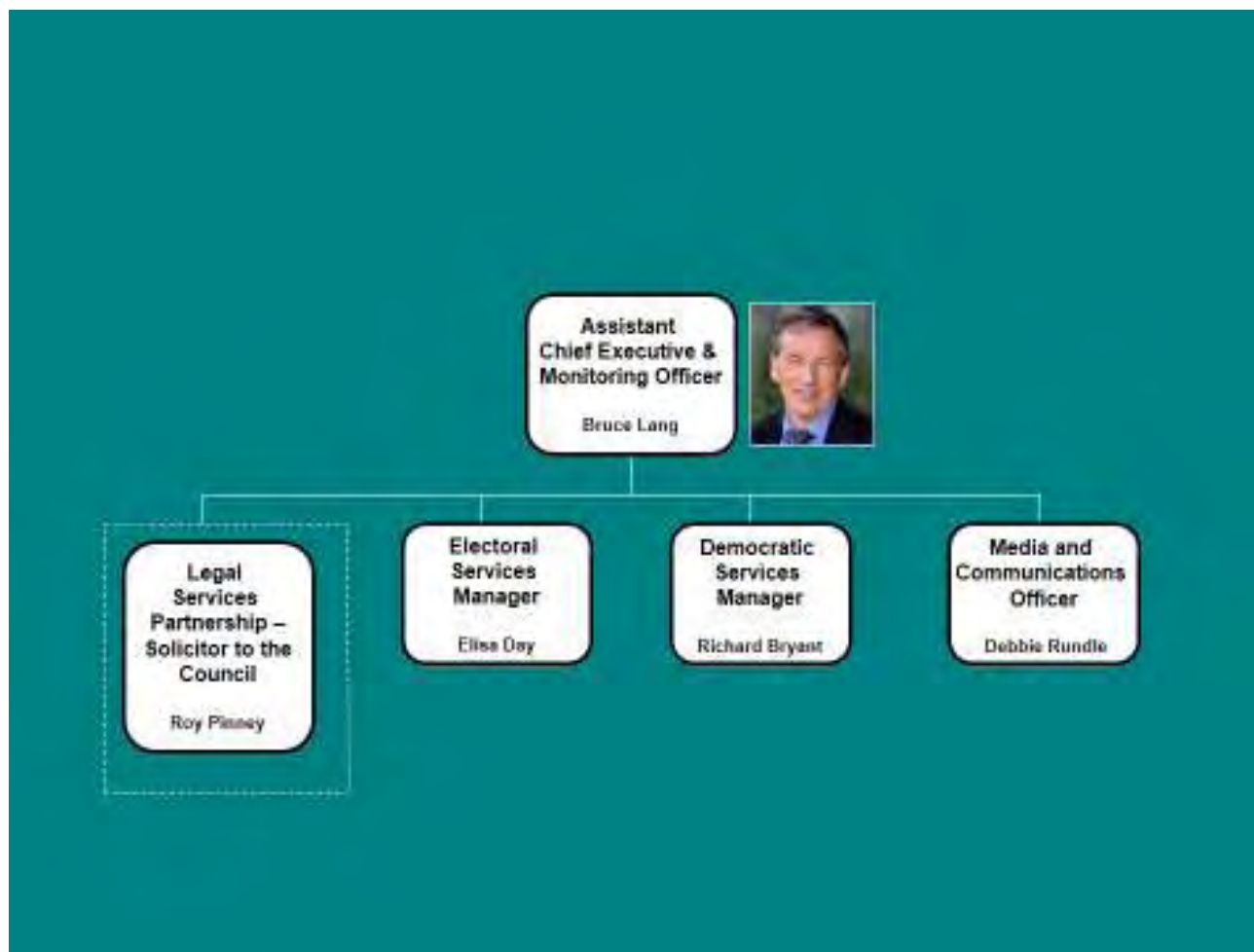
- **Electoral services**

This is a statutory service responsible for maintaining the Register of Electors and running elections in respect of both Council areas, ensuring that they are carried out in accordance with the law.

Joint Management Team Reporting Lines



A.C.E Senior Officer Structure



Key Service Contacts

Name	Position	Telephone	Email
Bruce Lang	Assistant Chief Executive/Monitoring Officer	01984 635200	bdlang@westsomerset.gov.uk
Debbie Rundle	Media and Communications Officer	01984 635280	d.rundle@tauntondeane.gov.uk
Elisa Day	Electoral Services Manager	01984 635272	eday@westsomerset.gov.uk
Richard Bryant	Democratic Services Manager/Deputy Monitoring Officer	01823 356414	r.bryant@tauntondeane.gov.uk
Roy Pinney	Solicitor to Council/Deputy Monitoring Officer	01823 356409	r.pinney@tauntondeane.gov.uk

Section 1 – Part B

Looking Back on 2014/15

Key Achievements during 2014/15

In 2014/15 the key achievements of the A.C.E's area were:

- Safe delivery of the WSC and TDBC elements of the 2014 European Parliamentary Elections;
- The creation of a single joint and co-located Electoral services team for WSC and TDBC and migration of data to a single software platform;
- Successful delivery of the new Individual Electoral Registration process;
- Development and gaining approval of detailed business case for shared legal service;
- Successful restructure of Democratic Services Team to serve both councils;
- Creating a robust *Recording of meetings protocol* (including social media policy) and having this adopted by both Councils;
- Appointing Member Champions for Member development and commencing a Member development programme;
- Development of concept and then production of the One Team Newsletter.

Looking Forward to 2015/16

Key Challenges for the service during 2015/16

In 2015/16 the key challenges facing the service are:

- Ensuring the A.C.E team have suitable presence and accessibility across the two Councils ;
- Delivering democratic services to two separate and sovereign Councils;
- Dealing with the national, district/borough and town/parish elections being held together for the first time ever;
- Ensuring that the new shared legal partnership delivers its objectives;
- Sustaining a high quality One Team Newsletter;
- Managing reputational issues around the election period;
- Delivering a quality Member induction and development programme.

Section 2 – Key Actions / Areas of Focus and Improvement

The following are the key areas of attention for 2015/16 (in no particular order):

Ref No	Service Priority
001	Member development / induction
002	Co-ordinating and delivering the WSC and TDBC elements of the May 2015 national and local election
003	Team building
004	Developing processes and ways of working to effectively support and deliver corporate services to two separate and sovereign Councils
005	Maintain and build relationships with elected Members – particularly post May 2015
006	Ensuring the new legal services partnership delivers an effective and responsive service for WSC and TDBC from 1 st April, 2015
007	Ensure that two constitutions are up to date and fit for purpose and aligned where appropriate
008	Sustaining the One Team Newsletter at its current high standard
009	Undertaking the annual canvass for the electoral register
010	Holding regular 1-2-1, team meetings and appraisals completed for all staff annually
011	Further developing social media as a primary communication tool.

Section 3 – Performance Measures

We will use the following measures during 2015/16;

- Produce 100% of draft minutes for Council and Committee meetings within 7 working days of the meeting;
- Sample legal services customer satisfaction surveys demonstrate that at least 85% of those customers surveyed were satisfied or very satisfied with the service received;
- At least six editions of One Team Newsletter produced;
- To meet the performance standards for Electoral Registration Officers and Returning Officers set by the Electoral Commission;
- To increase the number of followers of the TDBC and WSC Twitter accounts by 20% during 2015/16 (compared to a baseline set in March 2015).

Section 4 – Resources Available

Budgets for 2015/16 - TDBC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

Budgets for 2015/16 - WSC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

People (Staff Resource)

The total available staff resource within Corporate Services is shared between West Somerset District Council and Taunton Deane Borough Council based upon ratios agreed as part of the Joint Management and Shared Services project (JMASS).

FINANCE PROVIDING THIS INFORMATION BASED UPON TIER 4/5 AND TIER 6 REPORTS / SPLITS

Section 5 – Strategic Risk

Broad area of risk	Action proposed to reduce likelihood and impact
Failure to meet statutory / legislative responsibilities because of a lack of awareness or failure of process, leads to reputational damage	<ul style="list-style-type: none"> • Robust Equality Impact Assessments. • Staff training
Lack of workforce resilience because of reduced staffing numbers for the two Councils results in service delivery failure or delays.	<ul style="list-style-type: none"> • Cross skilling staff wherever possible. • Review and streamline processes where possible.
Failure to effectively engage team members results in poor performance, low morale and ineffective service delivery.	<ul style="list-style-type: none"> • Ensuring effective performance management, appraisal, learning and development and related monitoring arrangements are in place. • Establishing good practice around one to one and team meetings
WSC/TDBC elements of the May 2015 elections not being performed correctly due to process error, or not being satisfactorily prepared, leads to reputational damage.	<ul style="list-style-type: none"> • Staff training • Robust election planning • Ongoing risk assessment and mitigation in the lead up to May 2015
Failure to effectively induct new Members and develop existing Members results in reduced Member effectiveness.	<ul style="list-style-type: none"> • Design and implement robust Member induction/development plan • Continue to implement an effective Member development programme in collaboration with Members and the Member Champions.



2015/16

Service Plan for **Operational Delivery**

V1.

Assistant Director: Chris Hall
Director: Shirlene Adam

Document Title:	Operational Delivery Service Plan 2015/16
Author:	Chris Hall

Approval Path for this plan:

Director	
Portfolio Holder(s)	
Corporate PAG	16 December 2014
Scrutiny	15 January 2015
Informal Cabinet	March 2015

Version Control:

Version Number	Purpose/Changes	Author	Date
1	Version submitted to Corporate PAG for comment	Chris Hall	

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Section 1 – Part A

Introduction

Welcome to the 2015/16 Operational Delivery service plan.

Purpose of the Plan

This plan identifies the key priorities and actions for the Operational Delivery Service for the 2015/16 financial year. It identifies the resources that will be deployed towards achieving these priorities and demonstrates clear links from the **Corporate Plan** to the service. It ensures the service is accountable for its activities in support of Corporate Aims and Objectives through clearly defined performance measures. The Plan also documents how the service will contribute towards corporate and cross cutting issues such as risk management, equalities impacts, and corporate governance actions.

It has been developed taking into account:

- Corporate Strategy Aims
- Service Aims
- Statutory duties
- Corporate Governance and Risk Management Action Plans
- Equalities Impact Assessments
- Previous achievements and future challenges.

It matches all the service and corporate requirements with budgeted resources to produce a robust and realistic plan of action for the service in 2015/16.

An effective service plan provides a solid foundation, keeping priorities and principles firm even in times of change.

How it will be used

The Service Plan will be delivered through Operational Plans for each area of the Service. This will provide a clear structure from which individual officers' objectives can be set and progress reviewed through the employee performance review process and regular work planning and line management meetings.

Monitoring the Plan

The Service Plan represents an important element of West Somerset District Council's corporate planning framework. They are key in developing the "golden thread" from the Corporate Plan and the Council's Transformation Programme to the operational day-to-day activity of teams.

- Progress against Key Performance Indicators as well as actions in support of the Corporate Plan will be reported **quarterly** to Scrutiny and to Cabinet.
- Performance will also be reviewed **quarterly** by JMT.
- The Assistant Director will meet **monthly** with the relevant Portfolio holder.
- The Assistant Director will meet with the Director **monthly**.
- Individual performance objectives are set **annually** and reviewed at least **twice a year**
- Managers will meet with their staff individually **monthly** for a 1-2-1 for a review
- Each team within the service will meet **monthly**.
- Project meetings will occur at least **monthly** and to scrutiny as set out by the project timelines
- Somerset Waste Partnership – **monthly** meetings of the management group and **quarterly** for the board
- County parking enforcement contract meeting will occur **quarterly**

Summary of the main services delivered by Operational Delivery

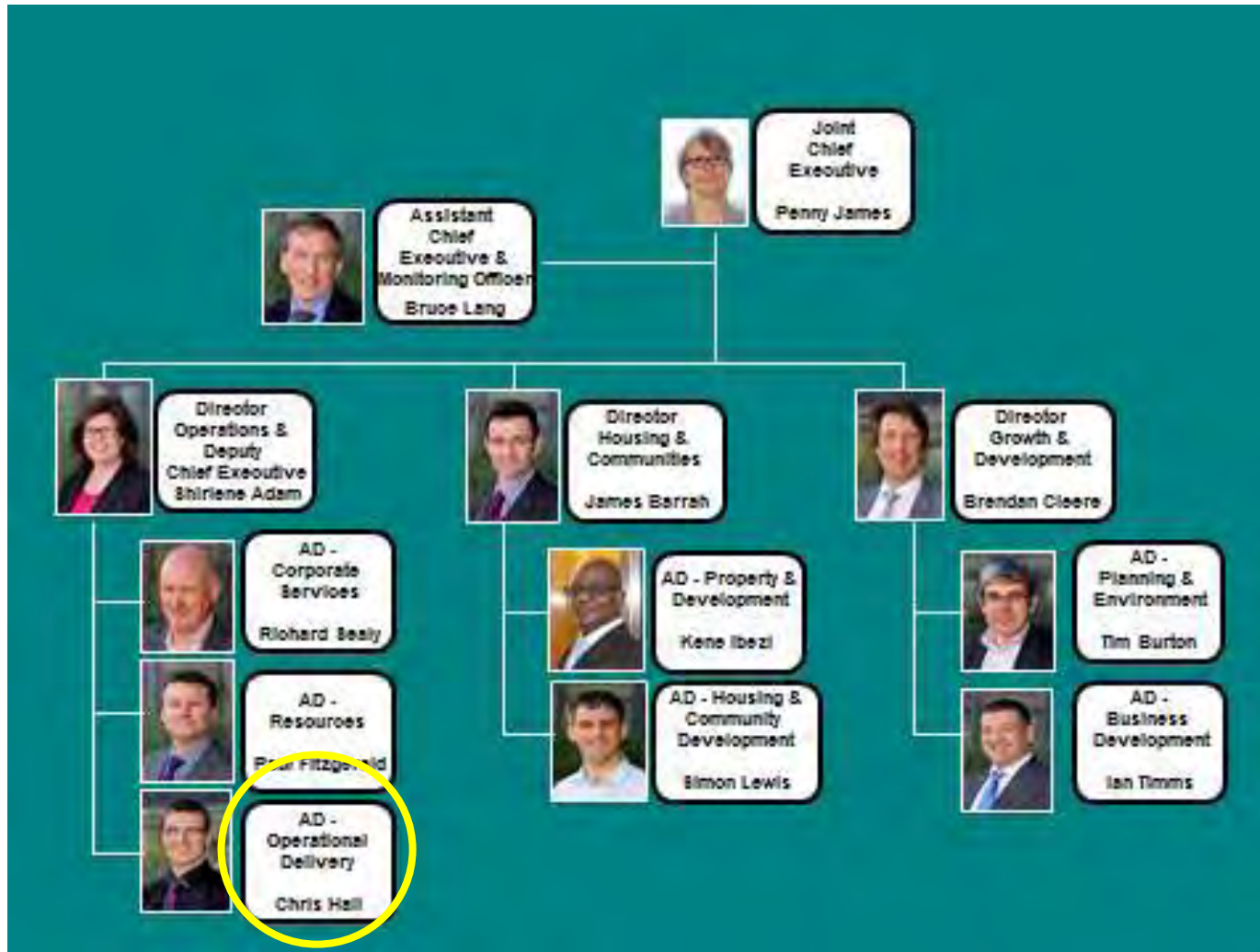
The Operational Delivery service is very broad in the functions that are carried out for the two councils, a high level summary of those services is shown below:

- Open Spaces – grounds maintenance, tree inspections, horticultural nursery
- Public Toilets
- Street Cleaning
- Building Services - TDBC
- Leisure
- Parking Services - delivered through a contract between NSL and Somerset County Council
- Environmental Health
- Community Safety
- Licensing
- Food Safety
- Business Continuity
- Emergency Planning
- Health & Safety
- Cemeteries and Crematorium - TDBC
- Building Control
- CCTV
- Civil Contingencies
- Dog warden service
- Beaches, Harbours and Coastal Protection
- Deane Helpline (TDBC)
- Flooding prevention
- Public toilets
- Community Leisure
- Fleet Management

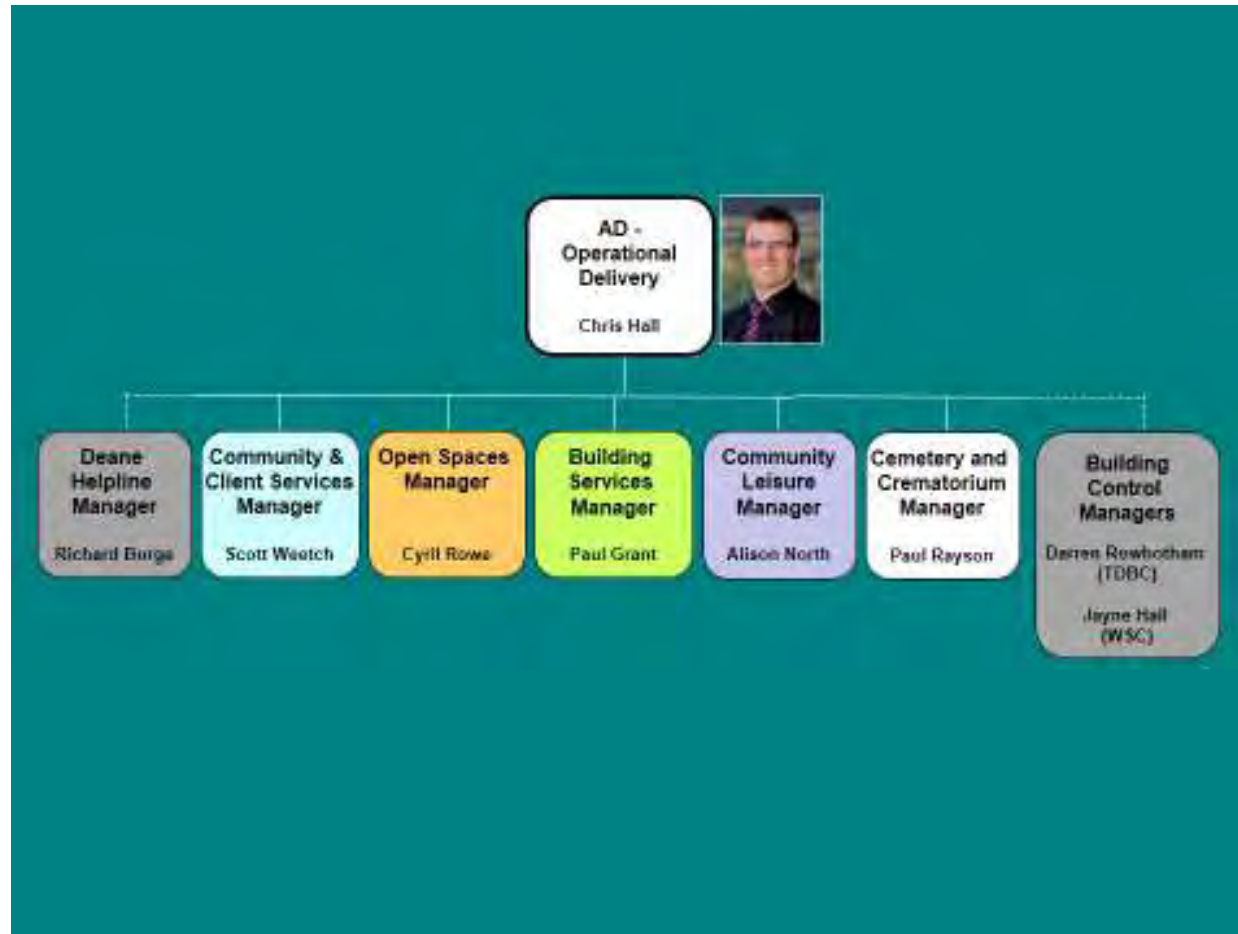
We deliver some of our services through partnerships where we have an important role in managing contracts and SLAs. Key amongst these are:

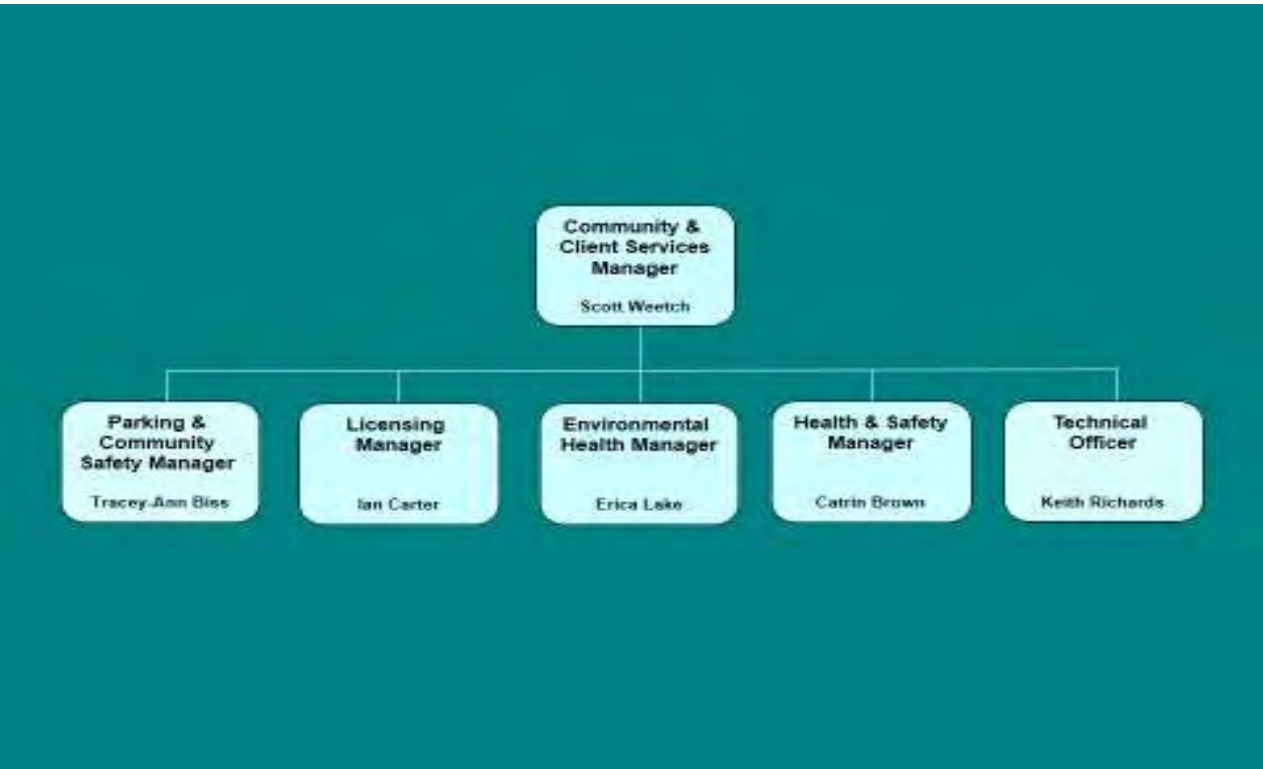
- Community Safety Partnership
- Safer Somerset Partnership
- Tone Leisure (TDBC leisure)
- Somerset Waste Partnership
- County wide parking Partnership
- Civil contingencies Partnership

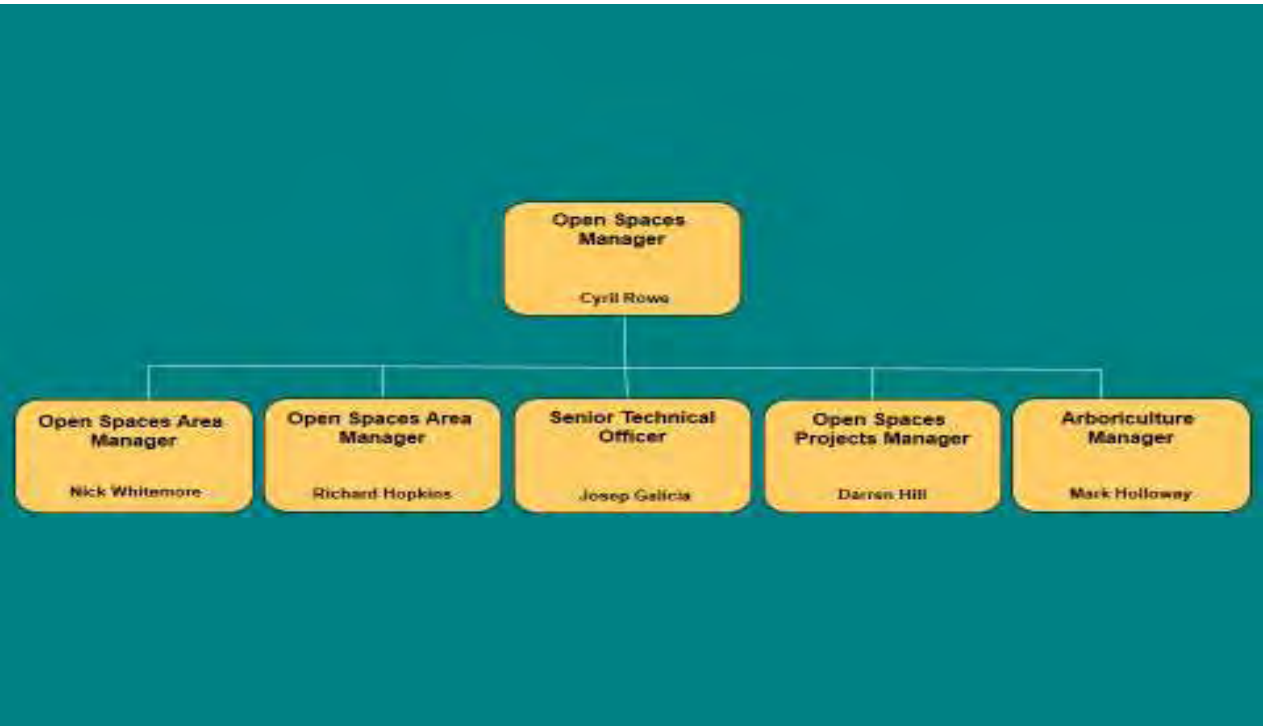
Joint Management Team Reporting Lines

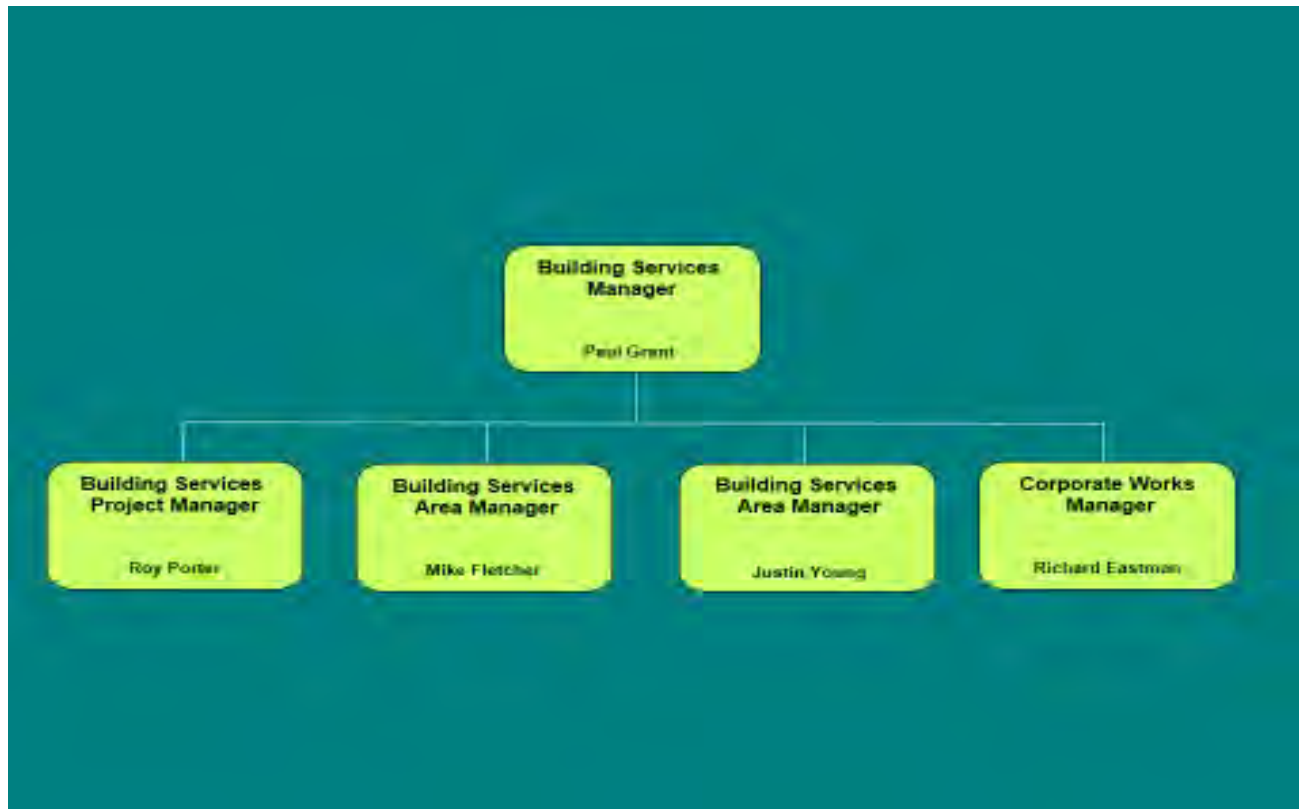


Resources - Senior Officer Structure









Service Contact Details

Name	Position	Telephone	Email
Cyril Rowe	Open Spaces Manger	01823 356362	c.rowe@tauntondeane.gov.uk
Paul Grant	Building Services Manager	01823 356536	p.grant@tauntondeane.gov.uk
Scott Weetch	Community & Client Services Manager	01823 356317	s.weetch@tauntondeane.gov.uk
Erica Lake	Environmental Health Manager	01823 358405	ELLake@westsomerset.gov.uk
Ian Carter	Licensing Manager	01823 358406	i.carter@tauntondeane.gov.uk
Tracy-Ann Biss	Parking & Community Safety Manager	01823 356455	t.biss@tauntondeane.gov.uk
Darren Rowbotham	Building Control Manager (TDBC)	01823 356473	d.rowbotham@tauntondeane.gov.uk
Jayne Hall	Building Control Manager (WSC)	01984 635268	jhall@westsomerset.gov.uk
Paul Rayson	Cemeteries & Crematorium Manager	01823 284811	p.rayson@tauntondeane.gov.uk
Alison North	Community Leisure Manager	01823 356576	a.north@tauntondeane.gov.uk
Natalie Green	Business & Finance Manager	01823 356336	n.green@tauntondeane.gov.uk

Looking Back on 2014/15

Key Achievements during 2014/15

In 2014/15 the Operational Delivery's key achievements were:

- Implementing the WSC NSL contract for off-street parking;
- New structure / recruitment to all tier 4/5 roles;
- CCTV expansion in Watchet;
- Set up of West Somerset flood group;
- Delivery of initial bid for Blue Anchor coastal protection scheme;
- Develop a greater understanding of the Minehead Rhynes and waterways;
- Successful completion of the refurbishment of the Station Road Swimming Pool, Taunton (TDBC).

Looking Forward to 2015/16

Key Challenges for the service during 2015/16

In 2015/16 the key challenges facing the service are:

- Reacting to the fear, and facts, of increased incidents of severe weather events;
- Delivering private water supplies inspections;
- Bathing Water quality assessment implementation;
- Fly tipping incident increases;
- Increased fuel & operating costs;
- Waterways management (WSFG);
- Retention of current service levels with ongoing financial & HR challenges;
- Embed all new employees T4/5/6. Support each other to redefine ourselves & our services;
- Identify & deliver transformation of services safely;
- Maintaining Crematorium income despite the challenging posed by new competition (TDBC);

Section 2 – Key Actions or Areas of Focus

The following are the key areas of attention for 2015/16 (in no particular order):

1. Implement the proposed business case for a shared Building Control service;
2. Deliver Blue Anchor scheme if financially approved;
3. Procure and deliver the new street cleansing and toilets contract;
4. Manage external debt;
5. Member engagement to support a new administration;
6. Continue work on bid for Cuckoo Meadow;
7. Open Spaces audit responses;
8. Domestic waste reduction trials;
9. Deliver tasks as set out in the Directorate plan;
10. Work with property services on the future provision of public toilets;
11. Investigate Blue Anchor Parking Charges;
12. Celebrate Team Success, even if that is business as usual;
13. Evolve a plan to provide a platform for the Deane Helpline's financial sustainability;
14. Relocation of DLO premises (TDBC);
15. Managing the building of a new swimming pool at Blackbrook, Taunton (TDBC);

Section 3 – Performance Measures

Ref	Measure	Target
KPI 103	% street cleansing service requests actioned within 5 working days	85%
KCI 81	No. of street cleansing complaints (lower is better)	Average of 20 or fewer over the year
KPI 88	Fly-tipping: % removed within 48 hrs	75%
KPI 87	% missed waste collections collected within 24 hours	100%
KPI 86	% of waste recycled and composted	41%
KCI 82	Waste & Recycling complaints	20 or fewer for the year.
KPI 94	Dangerous structures - % of incidents responded to within 24 hrs.	95%
KPI 92	% building control applications registered within agreed timescale (5 days)	95%
KPI 93	% of building control inspections carried out on day registered	95%
KC 187	% of customers who are satisfied or very satisfied with the building control service	85%
KPI 54	Average time taken to respond to initial request for environmental Health service (days)	4 days or lower
KPI 56a	% of environmental health requests completed within stated service standard (60 days)	75% or higher
KCI 44	% of customers who are satisfied or very satisfied with the environmental health service	80%
KBI 59	% of licenses issued on time	90%
KCI 47	% of customers who are satisfied or very satisfied with the licensing service	70%

Section 4 – Resources Available

Budgets for 2015/16 - TDBC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

Budgets for 2015/16 - WSC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

People (Staff Resource)

The total available staff resource within Business Development service is shared between West Somerset District Council and Taunton Deane Borough Council based upon ratios agreed as part of the Joint Management and Shared Services project (JMASS).

FINANCE PROVIDING THIS INFORMATION BASED UPON TIER 4/5 AND TIER 6 REPORTS / SPLITS

Section 5 – Strategic Risk

The following risks have been identified in respect of which mitigating actions will be included within the risk register and team plans:

- Open Spaces safety inspections
- Car park safety inspections
- Food safety inspections
- Flooding response



2015/16

Service Plan for **Business Development**

V1.3

Assistant Director: Ian Timms
Director: Brendan Cleere

Document Title:	Business Development Service Plan 2015/16
Author:	Ian Timms

Approval Path for this plan:

Director	Brendan Cleere
Portfolio Holder(s)	TDBC: Cllr Norman Cavill WSC: Cllr Karen Mills, Cllr Dave Westcott
Corporate PAG	16 December 2014
Scrutiny	15 January 2015
Informal Cabinet	March 2015

Version Control:

Version Number	Purpose/Changes	Author	Date
1.2	Version submitted to Corporate PAG for comment	Ian Timms	05.12.2014
1.3	SWOT deleted	Ian Timms	21.12.2014

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Section 1 – Part A

Introduction

Welcome to the 2015/16 Business Development service plan.

Purpose of the Plan

This plan identifies the key priorities and actions for the Business Development Service for the 2015/16 financial year. It identifies the resources that will be deployed towards achieving these priorities and demonstrates clear links from the **Corporate Plan** to the service. It ensures the service is accountable for its activities in support of Corporate Aims and Objectives through clearly defined performance measures. The Plan also documents how the service will contribute towards corporate and cross cutting issues such as risk management, equalities impacts, and corporate governance actions.

It has been developed taking into account:

- Corporate Strategy Aims
- Service Aims
- Statutory duties
- Corporate Governance and Risk Management Action Plans
- Equalities Impact Assessments
- Previous achievements and future challenges.

It matches all the service and corporate requirements with budgeted resources to produce a robust and realistic plan of action for the service in 2015/16.

An effective service plan provides a solid foundation, keeping priorities and principles firm even in times of change.

How it will be used

The Service Plan will be delivered through Operational Plans for each area of the Service. This will provide a clear structure from which individual officers' objectives can be set and progress reviewed through the employee performance review process and regular work planning and line management meetings.

Monitoring the Plan

The Service Plan represents an important element of West Somerset Council's & Taunton Deane Borough Council's corporate planning framework. They are key in developing the "golden thread" from the Corporate Plan and the Council's Transformation Programme to the operational day-to-day activity of teams.

- Progress against Key Performance Indicators as well as actions in support of the Corporate Plan will be reported **quarterly** to Scrutiny and to Cabinet.
- Performance will also be reviewed **quarterly** by JMT.
- The Assistant Director will meet **monthly** with the relevant Portfolio holder.
- The Assistant Director will meet with the Director **monthly**.
- Individual performance objectives are set **annually** and reviewed at least **twice a year**
- Managers will aim to meet with their staff individually **monthly** for a 1-2-1 for a review
- The Business Development service will meet **bi-monthly**.

Specific Governance groups

In addition to the standard governance groupings within both Council areas there are bespoke arrangements which include link to the work of business development. These are attended and serviced by members of the team at the frequency noted below:

- Project Taunton Steering Group – bi monthly
- Taunton Economic Advisory Board – quarterly
- WSC Policy Advisory Group Economy and Tourism – quarterly

Section 1 – Part B

Summary of the main services Business Development delivers

The Business Development service covers the following key areas of work for both West Somerset Council and Taunton Deane Borough Council:

- Creating, commissioning and supporting Local Business Networks, including those related to the Hinkley Point supply chain enabling businesses to access opportunities for resilience and growth;
- Supporting inward Investment and investor fulfilment including new investments through the Hinkley Point supply chain;
- Improving employment opportunities and enhancing the skills of the workforce;
- Supporting place based regeneration projects and initiatives in Taunton Deane and West Somerset;
- Marketing the areas as business and lifestyle destinations with links to Tourism and Culture.

In both Council areas there are significant aspirations relating to economic regeneration. This is realised in different ways as there are differing economic conditions in both areas.

In both Council areas it is vital that the economic impacts from the Hinkley Point project are maximised. In conjunction with this goal both Councils need to ensure that they have a robust strategic and influencing role within the Heart of the South West Local Enterprise Partnership, and are able to ensure that each Council's priority pipeline projects are aligned to the LEP's Strategic Economic Plan in respect of Local Growth Funding opportunities. This will enable the greatest influx of funding to deliver the respective Council's corporate objectives.

In terms of the economic situation Taunton Deane benefits from its location on the motorway and rail networks which enables significant growth to occur. This growth is broadly speaking generated through the delivery of new road infrastructure, regionally

significant urban housing extensions and availability of strategic employment land which combines with place based regeneration particularly in Taunton. This growth creates additional business rates, new homes bonus and additional spend in the economy of the local area. The growth is therefore driven by the private sector enabled by the Council.

As a contrast the essentially rural economy of West Somerset presents a different challenging which currently requires public sector support to facilitate economic development interventions where there is market failure.

There are of course rural challenges across both areas which create common issues. One of the most significant of these is around digital connectivity. This is usually characterised by the provision of superfast broadband but mobile phone signal is also a key component of connectivity.

There are specific industry sectors that are a focus of the service activity in both Council areas, these are:

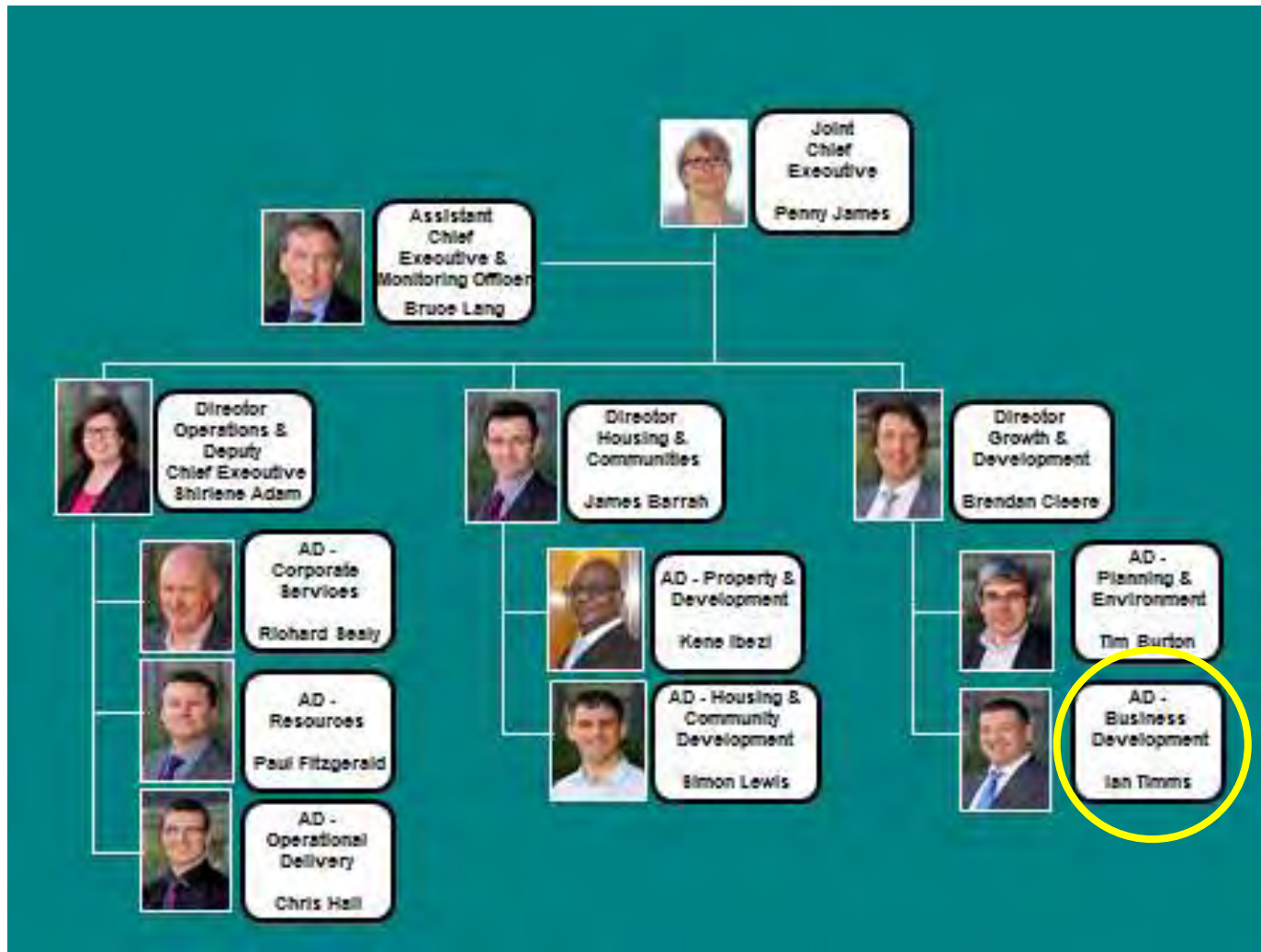
- Nuclear and associated supply chain
- Tourism

Specific industry sectors identified in the Taunton Growth programme for targeted activity are:

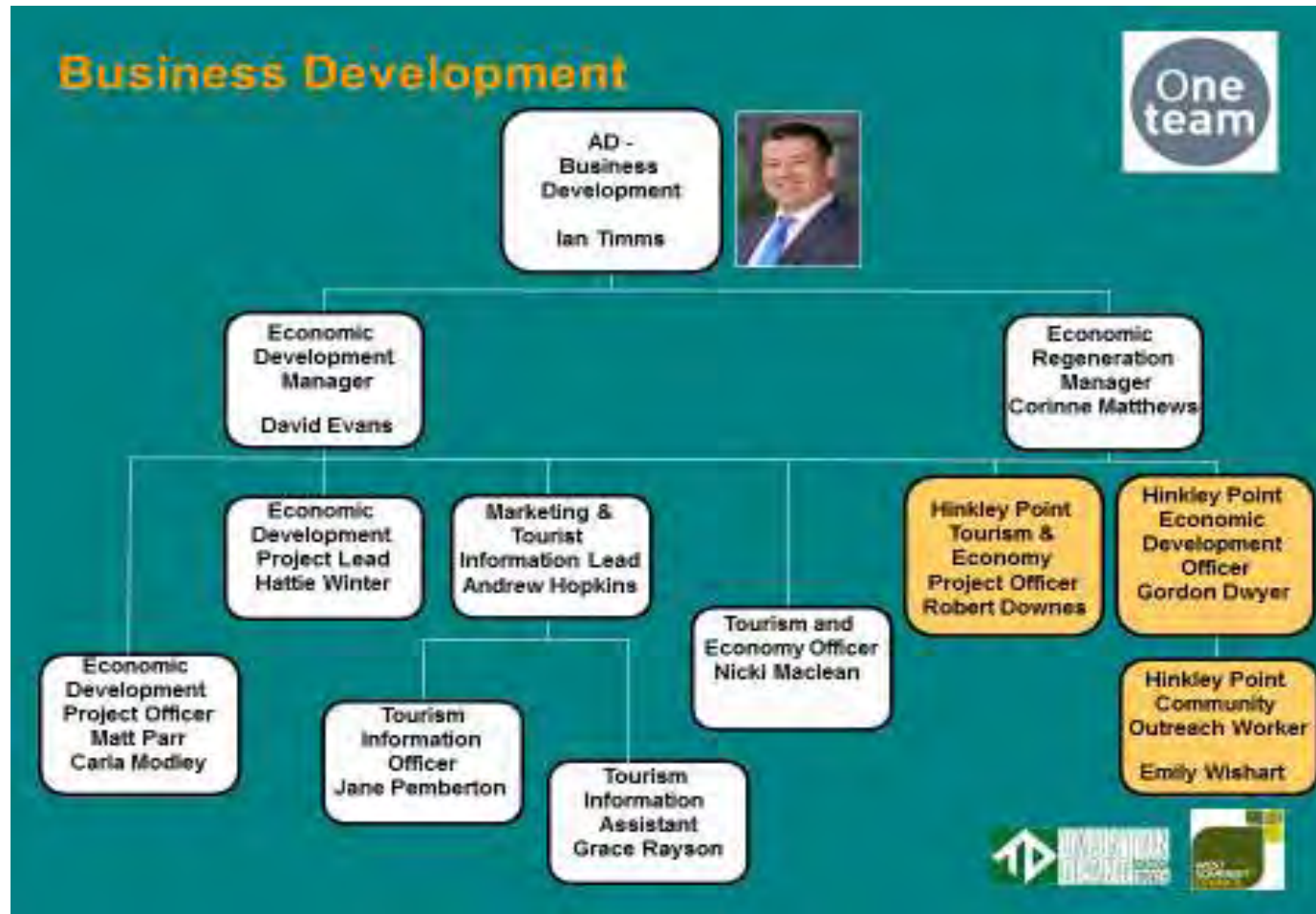
- Business and Professional Services
- Health and Care Industries
- Hi Tech, Scientific and Advanced Industries

In addition there is a strong creative sector across both areas which makes a significant contribution to the economy. This can in many cases be expressed through events and broader cultural offerings which is shown in the strong support both Councils offer for events.

Joint Management Team Reporting Lines



Business Development structure



Service Contact Details

Name	Position	Telephone	Email
Ian Timms	Assistant Director Business Development	01823 356577	itimms@westsomerset.gov.uk
Corinne Matthews	Economic Regeneration Manager	01984 635287	cmatthews@westsomerset.gov.uk
David Evans	Economic Development Manager	01823 356545	d.evans@tauntondeane.gov.uk
Gordon Dwyer	Economic Development Officer (Hinkley)	01984 635219	gdwyer@westsomerset.gov.uk
Robert Downes	Hinkley point Tourism and Economy	01984 635249	rdownes@westsomerset.gov.uk
Emily Wishart	Community outreach worker	01984 635221	ewishart@westsomerset.gov.uk
Nicki Maclean	Tourism and Economy Officer	01984 635326	nmaclean@westsomerset.gov.uk
Hattie Winter	Economic Development Project lead	01823 356485	h.winter@tauntondeane.gov.uk
Matt Parr	Economic Development project officer	01823 356569	m.parr@tauntondeane.gov.uk
AN other	Economic Development project officer	01823	
Andrew Hopkins	Marketing and Tourist Information lead	01823 356344	a.hopkins@tauntondeane.gov.uk
Jayne Pemberton	Tourist Information Officer	01823	j.pemberton@tauntondeane.gov.uk
Grace Rayson	Tourist Information Assistant	01823 356344	g.rayson@tauntondeane.gov.uk

Looking Back on 2014/15

Key Achievements during 2014/15

JMASS - Designing shared service team structure as part of the overall programme and appointing team members.

Tourism - Following a hiatus with the HPC Project, the Hinkley Tourism Action Partnership (HTAP) was reactivated in April 2014. The framework for the HTAP Strategy was agreed, and consulted upon with the wider Industry and Members. The Strategy and Action Plan was signed off in January 2015. Early actions delivered include, funding for the Tourism monitoring survey (as identified within the S106) agreed and commissioned. Support for Watchet tourism businesses to mitigate against the Washford Cross works. The Cool Tourism Project (Interreg) of which West Somerset is a partner delivered some very successful promotional and marketing outcomes for Somerset and Exmoor, as well as a number of business support / training activity for the industry. The new Visit Exmoor website was launched in December 2014 and a series of 'micro-sites' for key tourism destinations and products in West Somerset went live in Spring 2015.

Economic Development – Business collaboration activity helped to support Somerset Larder gain a significant HPC Contract. Business data and research has been collected and segmented to target sector business support. The funded business mentoring scheme has transitioned into a volunteer run social enterprise 'Cornerstone Mentoring'. Significant support has been provided to help maintain the resilience of our key town / village centres, including activity delivered by the National Skills Academy for Retail as well as local initiatives including 'Shop Local' Schemes.

Skills and Outreach – The 2014/15 performance targets for supporting individuals into employment / training and voluntary work have been exceeded. External funding to support activity has been successfully bid for from Locality (Our Place) and the Department for Work and Pensions. A very wide range of activity has been delivered which includes Community Learning Projects / joint work with the Fire & Rescue service, Skills Roadshows / Job Fairs / Journey to Employment events and Community IT.

Place Based Regeneration and Infrastructure - The team continues to support partnership activity in Minehead (via the Vision Group and Minehead Development Trust). Significant regeneration projects currently include Minehead Old Hospital, Watch East Wharf and surrounds and the Steam Coast Trail Cycle path. All of these projects are being led by the local community with staff resource from the team. For example about a day a week of senior economic development officer time was deployed to help the Friends of the Steam Coast trail to submit their Stage 2 bid for Coastal Communities Fund (of which the outcome might be known by April 2015)

Looking Forward to 2015/16

Key Challenges for the service during 2015/16

In 2015/16 the key challenges facing the service in West Somerset are:

- The funding of the current team structure for WSC has a significant reliance on short term funding which links to the Hinkley development;
- There will continue to be a requirement to lobby Government via the HSDF to ensure that adequate and flexible funding comes on stream (via the LEP, or directly) to support small businesses with the training and accreditations they require to access the supply chain. Delivery of business support initiatives;
- In terms of Employment and Skills initiatives the DCO does not contain a budget for employment and skills support, so restricted resources will impact on the capacity for effective delivery;
- The effective delivery of tourism initiatives will continue to rely on robust and harmonious partnership working via the HTAP, and for all members to take responsibility for sharing the work load. External funding will need to be levered in to ensure that the HTAP Action Plan delivers its key outputs and the important capacity building of the wider industry can continue;
- Providing appropriate resources to enable the delivery of community led regeneration schemes in Watchet and Minehead.

Section 2 – Key Actions / Areas of Focus and Improvement

The following are the key areas of work for 2015/16:

- Delivering the agreed JMASS proposition for the Business Development Service;
- Delivering the corporate priorities of both Councils around economic growth – see ‘performances measures’ section of this plan.

Section 3 – Performance Measures

We will measure our performance using the following indicators:

WSC Corporate Plan – Priority 2 – Objective 4:			
The economic opportunities that arise from the development and associated activities are maximised			
Key Task	Ref	Key Action	Target
4.1 Work with key partners and EDF Energy to support businesses to gain economic benefits from the development in terms of contracts awarded to local suppliers, as well as helping to make businesses more resilient in terms of any displacement and leakage of staff.	4.1.1	Provide bespoke business support activity to build the capacity and capability of businesses to realise the opportunities offered by the Sites Services requirement of the HPC Project. To include encouraging collaboration and upskilling of existing staff.	Number of businesses attended training events of min 2 hours duration - 75 Number of new businesses registered on Supply Chain Portal - 20
	4.1.2	Provide bespoke support for businesses to become more resilient in respect of dealing with the effects of displacement of activity or staff to the HPC development. To include Improving the quality of their offering and upskilling and development of current employees.	Number of individuals accessing specific business support programmes on a 1:1 basis - 50
	4.1.3	Diversify the local economy and build additional resilience by supporting the key sectors of niche specialist manufacturing / creative Industries/ food & drink and retail.	Number of business collaborations – 5
	4.1.4	Provide account management function for our key businesses	Number of businesses supported - 10

4.2 Work with key partners and EDF Energy to provide suitable access to skills, training and employment opportunities to benefit local residents and ensure that local businesses have the access to the skilled workforce that they require	4.2.1	Address identified skills gaps and raise attainment levels through delivering packages of support to ensure that individuals are suitably skilled for work and are able to make the most of job opportunities.	Number of skills initiatives delivered - 8
	4.2.2	Raise aspirations and improve motivation through developing knowledge of local employment and training opportunities and associated progression routes. Identify specific training needs and seek to deliver within the locality.	Number of initiatives delivered - 8
	4.2.3	Address identified barriers which are restricting individual's access to employment and training opportunities. Provide access to mentoring, training and employment opportunities to support those furthest away from the labour market.	Number of people reached – 300 Number of people into employment - 15
4.3 Work with tourism partners to mitigate the negative effects of the HPC development and take advantage of any opportunities created.	4.3.1	Work with Hinkley Tourism Action Partnership to commission and deliver the following requirements of the S106 Agreement (1) Tourism Monitoring Surveys (2) Visitor Management & Travel Plan	Number of tourism surveys undertaken - 2 Number of businesses directly communicated with visitor management information - 500
	4.3.2	Work with the Hinkley Tourism Action Partnership to deliver the key activity / actions identified within the HTAP Action Plan for 2015/16	Number of marketing and promotional initiatives delivered - 5

			<p>Number of initiatives delivered promoting day visits - 4</p> <p>Number of initiatives delivered promoting week-end visits - 4</p>
	4.3.3	Deliver capacity building support for the Tourism Industry (via key Organisational groupings and networks) and identify and bid for external funding streams to add value to this activity.	<p>Number of business support initiatives delivered - 8</p> <p>Number of business collaborations - 4</p>
Service Actions			
4.4 Support, enable and facilitate place based regeneration projects and initiatives in Taunton Deane and West Somerset. Facilitate, support and enable significant regeneration and infrastructure projects and improve town centre vitality and viability.	4.4.1	Support place based community groupings to achieve their economic development / regeneration aspirations by helping with accessing external funding / making dealing with Local Authority Departments as easy as relevantly possible (single conversation) and influencing other stakeholders.	Number of projects Supported - 4
	4.4.2	Support local groups and Parish / Town Councils to achieve public realm and public vitality and vibrancy activity (signage / street furniture / street markets / interpretation / digital infrastructure and events)	Number of projects supported - 4
	4.4.3	Identify appropriate funding streams and programmes to assist in the delivery of schemes.	Number of applications

		Assist in formulation of funding application bids to secure funding for projects	made / supported – 4
4.5 Support, enable and facilitate infrastructure projects in Taunton Deane and West Somerset	4.5.1	Adopt framework to enable objective decision making on Tidal Lagoon project.	
4.6 Deliver agreed JMASS proposal for Business Development service	4.6.1	Move to a predominantly proactive approach by: <ul style="list-style-type: none"> • Reviewing current approach • Agree action plan to address objective 	
	4.6.2	Build on and enhance the skills of existing staff to achieve greater benefit by: <ul style="list-style-type: none"> • Review skill base against planned objectives and current job descriptions • Create and adopt a Learning and Development Plan to support the team in delivery of the planned approach • Implement plan through performance appraisal system 	
	4.6.3	Move towards enhanced commissioning approach through greater use of delivery partners <ul style="list-style-type: none"> • Identify appropriate opportunities to commission work items • Create specifications and identify budget to commission work • Monitor commissioned work and evaluate effectiveness 	
	4.6.4	Deliver an “open for business” culture across the new organisation by: <ul style="list-style-type: none"> • Evaluate feedback from businesses on issues with service delivery • Establish cross cutting group to address identified issues • Review action plan quarterly and revise 	

	4.6.5	Adopt a positive marketing approach for the areas as destinations for business linked to lifestyle by: <ul style="list-style-type: none"> • Review approach and agree new action plan • Establish group to deliver agreed actions • Review actions quarterly 	
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TDBC

Work with partners and the business community to create, commission and support local networks		Deliver 4 business events per year(attended by at least 10 businesses)	On-going
		Provide financial assistance to 20 start up businesses and 5 rural businesses per year.	On-going
		Provide active support to 20 businesses with investment proposals (incl. via support for planning applications)	On-going
		Establish and maintain liaison with all businesses within the Borough with 100+ employees.	On-going
		Provide a programme of support via the Taunton Deane Manufacturing Forum.	

Job Clubs - employment & skills		Assist 48 clients per year to obtain paid employment.	31 st March 2016
		Assist 72 clients per year to obtain a learning or work experience opportunity.	31 st March 2016
Inward investment			
		Assist 40 potential investors per year	
Marketing & promotion of Taunton		New visitor website to be launched July 2014. Monthly increase in website visits after launch.	
Taunton town centre events programme Attract additional visitors to the town centre (measured by footfall counters) - 2% year on year increase.		Coordinate the delivery of a year round programme of cultural events via the Taunton Events Group (including lights switch on event in Nov 2014 and enabling and encouraging regular cultural events on Castle Green).	
		Taunton town centre shop vacancy rate Target - maintain vacancy rate at 50% of national average (or lower).	

Section 4 – Resources Available

Budgets for 2015/16 - TDBC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

Budgets for 2015/16 - WSC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

People (Staff Resource)

The total available staff resource within Business Development service is shared between West Somerset District Council and Taunton Deane Borough Council based upon ratios agreed as part of the Joint Management and Shared Services project (JMASS).

The total available staff resources in West Somerset which enable delivery of the business development priorities in West Somerset also have a fundamental reliance on Hinkley Point funded staff. There is a clear link between base budget funded staff and those funded from Hinkley Point planning agreements.

FINANCE PROVIDING THIS INFORMATION BASED UPON TIER 4/5 AND TIER 6 REPORTS / SPLITS

Section 5 – Strategic Risk

Broad area of risk	Action proposed to reduce likelihood and impact
Risk of lack of resilience due to the team being relatively small in number leading to delays in delivering actions.	<ul style="list-style-type: none"> • Cross-skilling staff wherever possible.
Failure to effectively engage team members results in sub-optimal performance.	<ul style="list-style-type: none"> • Ensuring effective performance management, appraisal, learning and development and related monitoring arrangements are in place. • Establishing good practice around one to one and team meetings
Uncertainty around long term funding for the team in West Somerset	<ul style="list-style-type: none"> • Agree appropriate budget allocations in association with FID • If FID not delivered evaluate level of delivery in the area and agree appropriate action level with members
Delivery of Corporate Economic Regeneration objectives in West Somerset is heavily dependent on Hinkley Point Final investment decision	<ul style="list-style-type: none"> • Review Corporate actions quarterly to evaluate impact of FID • Adjust service actions in line with available resources



2015/16

Service Plan for **Assistant Director – Property & Development**

V1.1

Assistant Director: Kene Ibezi

Director: James Barrah

**(Excludes work of Tom Gillham, Assistant Director
Asset Development Projects)**

Document Title:	Property & Development Service Plan 2015/16
Author:	Kene Ibezi

Approval Path for this plan:

Director	James Barrah
Portfolio Holder(s)	Kate Kravis, Keith Turner
Corporate PAG	16 December 2014
Scrutiny	15 January 2015
Cabinet	March 2015

Version Control:

Version Number	Purpose/Changes	Author	Date
1	Version submitted to Corporate PAG for comment	Kene Ibezi	05.12.2014
1.1	SWOT deleted	Kene Ibezi	21.12.2014

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Section 1 – Part A

Introduction

Welcome to the Property & Development 2015/16 service plan.

Purpose of the Plan

This plan identifies the key priorities and actions for the Property & Development Division, for the 2015/16 financial year. It identifies the resources that will be deployed towards achieving these priorities and demonstrates clear links between the **Corporate Plan** and the Division. It ensures the Division is accountable for its activities in support of Corporate Aims and Objectives, through clearly defined performance measures. The Plan also documents how the Division will contribute towards corporate and cross cutting issues, such as risk management, equalities impacts, and corporate governance actions.

It has been developed taking into account:

- Corporate Strategy Aims
- Service Aims
- Statutory duties
- Corporate Governance and Risk Management Action Plans
- Equalities Impact Assessments
- Previous achievements and future challenges.

It matches all the service and corporate requirements with budgeted resources, to produce a robust and realistic plan of action for the Division in 2015/16.

An effective service plan provides a solid foundation, keeping priorities and principles firm, even in times of change.

How it will be used

The Service Plan will be delivered through Operational Plans for each service unit of the Division. This will provide a clear structure from which individual officers' objectives can be set and progress reviewed through the employee performance review process and regular work planning and line management meetings.

Monitoring the Plan

The Service Plan represents an important element of West Somerset Council's corporate planning framework. They are key in developing the "golden thread" from the Corporate Plan and the Council's Transformation Programme to the operational day-to-day activity of teams.

- Progress against Key Performance Indicators as well as actions in support of the Corporate Plan will be reported **quarterly** to Scrutiny and to Cabinet /Executive.
- Performance will also be reviewed **quarterly** by JMT.
- The AD Property & Development will meet **monthly** with the relevant Portfolio Holders.
- The AD Property & Development will meet with the Director **monthly**.
- Individual performance objectives are set **annually** and reviewed at least **twice a year**
- Managers will meet with their staff individually **monthly** for a 1-2-1 for a review
- Each service unit team within the Division will meet **monthly**.
- The Asset Management Group will meet **quarterly** to review the management and performance of the assets portfolio generally together with the delivery of the Asset Management Plan and specific asset projects.
- The WSC Affordable Housing Group will meet bi monthly to facilitate affordable housing delivery with WSC
- Senior managers meet with portfolio holder for Housing and shadows on a monthly basis
- Senior managers alternate the above meeting with just the portfolio holder on a **monthly** basis

Summary of the main services the Property & Development service delivers

The Property & Development Division covers the following key services for West Somerset Council:

Housing Enabling

- Facilitate the delivery of affordable housing through close partnership working with both internal and external stakeholders. The team's vision is to provide a broad choice of homes for people at a price they can afford in a place they want to live and work.

Property Services

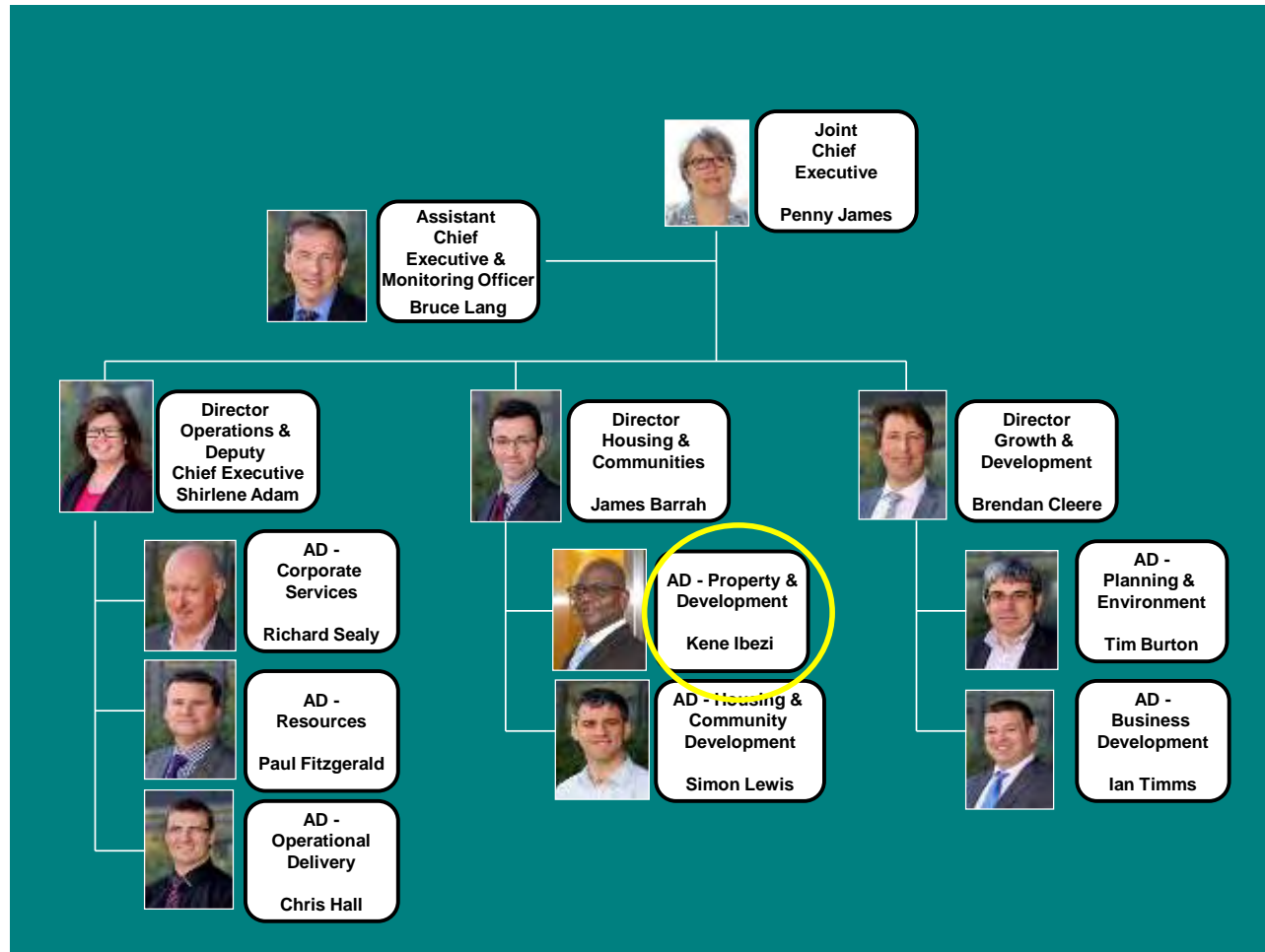
- Manages and clients physical repair and maintenance work to all property assets owned by the Council;
- Staff are organised in two teams and primarily comprised of surveyors: one team responsible mainly for maintenance and repairs and the other improvement contracts and compliance, and works to Corporate assets;
- Incorporates the Repairs Team handling calls from tenants and other customers for repairs and maintenance issues;

Asset Management

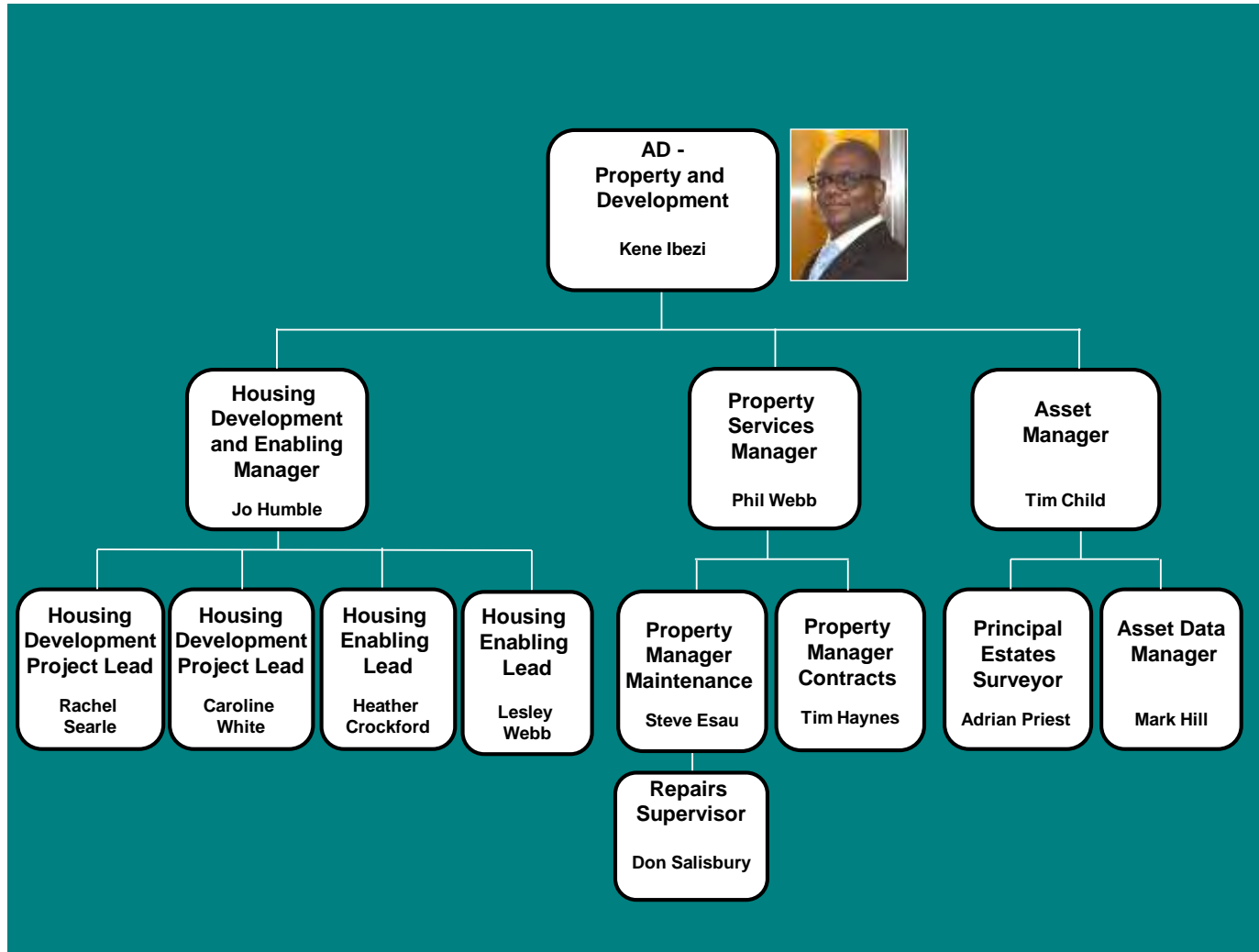
Enabling strategic asset management of the Councils' corporate assets in accordance with corporate objectives. Providing a corporate GIS function and managing address information for properties within the Councils' geographical boundaries. Specific functions include:

- Land transactions disposals and acquisitions
- Lease Management
- Statutory and Non Statutory Valuations
- Strategic Asset Management ensuring the portfolio contributes positively towards the Councils' Corporate objectives
- Estate Management Leasehold Estate Management - Corporate
- Property Records
- Property investment planning
- GIS Street naming and numbering
- Engineering/land drainage advice

Joint Management Team Reporting Lines



Property and Development Senior Officer Structure



Key Service Contact Details

Name	Position	Telephone	Email
Kene Ibezi	AD - Property and Development	01823 358400	k.ibezi@tauntondeane.gov.uk
Jo Humble	Housing Development and Enabling Manager	01823 356 457	j.humble@tauntondeane.gov.uk
Rachel Searle	Housing Development Project Lead	01823 358 401	r.searle@tauntondeane.gov.uk
Caroline White	Housing Development project Lead	01823 358 696	c.white@tauntondeane.gov.uk
Heather Crockford	Housing Enabling Lead	01984 635 297	hcrockford@westsomerset.gov.uk
Lesley Webb	Housing Enabling Lead	01823 356 351	l.webb@tauntondeane.gov.uk
Phil Webb	Property Services Manager	01823 356505	p.webb@tauntondeane.gov.uk
Steve Esau	Property Maintenance Manager	01823 356593	s.esau@tauntondeane.gov.uk
Tim Haynes	Property Manager Contracts	01823 356366	t.haynes@tauntondeane.gov.uk
Don Salisbury	Repairs Supervisor	01823 356513	d.salisbury@tauntondeane.gov.uk
Tim Child	Asset Manager	01823 356534	t.child@tauntondeane.gov.uk
Adrian Priest	Principal Estates Surveyor	01823 356390	a.priest@tauntondeane.gov.uk
Mark Hill	Asset Data Manager	01823 356534	mark.hill@tauntondeane.gov.uk

Key Achievements during 2014/15

The key achievements of the Property and Development Division (excl. projects being led by Tom Gillham, Assistant Director, Asset Development Projects), were:

- Completion of the remaining 13 affordable Rent homes on the Brackensfield development in Alcombe
- Completion of the remaining 3 affordable homes on The Paddocks development in Williton
- Completion of the conversion of Trumpington House Doctors Surgery in Dulverton, delivering 2 affordable homes for rent and bringing a long term empty[ty] property back into use
- Sale of Townsend Farm site for development by Hastoe Housing Association
- Embedding a new joint working ethos across both councils
- Promoting and explaining the 'Two Councils, One Team' vision to external stakeholders
- Securing of Homes and Communities Grant Funding for the Council within the 2015-18 Affordable Homes Program
- Phase 1 completed of Inspire Annexe III for WSC - The Council made available GIS information to the public through a website designed to make information freely available in line with current EU directive.
- West Somerset Council has achieved an overall standard of Silver in managing their Local Land & Property Gazetteers, which is our definitive address database which as local authorities we have responsibly to maintain in creating addresses.
- Various Operational Plans and Policies in place such as Gas Servicing, Asbestos Management, Repairs standards, bringing safer and more comfortable environments to our customers
- Extending the success of these Plans and Policies to cover the Compliance requirements of WSC corporate assets

Looking Forward to 2015/16

Key Challenges for the service during 2015/16

In 2015/16 the key challenges facing the service are:

- Balancing the needs and requirements of two sovereign Councils within the resource available
- Familiarisation with property portfolio and related property data to enable robust asset strategies and delivery tools to be put in place and delivered to enable asset rationalisation.
- Steps need to be taken to undertake survey work to the Councils' assets to ensure we can identify and manage compliance matters and make appropriate decisions on maintenance prioritisation. This information will also support the creation of a refreshed asset management plan including future decisions regarding asset retention or disposal.
- Site availability and funding options for the delivery of affordable housing within the Council
- Delivering affordable housing within three different planning authorities operating under different policies
- Ensuring that a robust pipeline of schemes continues in West Somerset against an uncertain future for development partners
- Combining the work of both Councils as if it were within one portfolio
- Managing the expectations of Councillors and customers regarding levels of performance using the resources available
- Managing the change necessary within the staff to operate all the above
- Learning the ways of working for a different Council and incorporating this into the daily routine

Section 2 – Key Actions / Areas of Focus and Improvement

The following are the key areas of attention for 2015/16 (in no particular order):

Ref No	Service Priority
001	Developing processes and ways of working to effectively support and deliver corporate services to two separate and sovereign Councils
002	Maintain and build relationships with elected Members – particularly post May 2015
003	Increase the supply of affordable housing
004	To own the relevant Asset Management Strategy for assets and ensure this is the single driver for active asset management.
005	Establish new Community Asset Transfer Policy
006	All opportunities are explored to maximise rental income and / or capital receipts where policy dictates
007	Introduce further policies and procedures for compliance issues for electrical testing, asbestos removal, and grounds maintenance
008	Improve performance measurement and reporting procedures

Section 3 – Performance Measures

We will use the following measures during 2015/16;

Ref	Measure	Target
	Facilitate the delivery of additional affordable homes at Donniford Road in Watchet – 18 for rent and 4 or low cost sale	Start on site – Aug 15
	Facilitate the delivery of affordable housing at Allers View ph2, Dulverton	Planning application submission – Oct 15
	Facilitate the delivery of 20 additional affordable homes at Townsend Farm, Carhampton	10 completions by Mar 16
	Facilitate the delivery of 8 additional homes to rent at Ellicombe, Minehead (subject to planning approval)	Start on site Mar 16
	Facilitate the delivery of 12 additional affordable homes to rent at Croft House in Williton	Complete Mar 16
KCI 42	% of WSC partners involved in the delivery of new affordable houses satisfied or very satisfied with the service	75%
5.2.6	Facilitate the delivery of 18 additional affordable homes to rent in Watchet – carried over from 2014/15	Mar-15
	% of relevant budget available spent on making assets fully compliant with regulations	100%

Section 4 – Resources Available

Budgets for 2015/16 - WSC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

People (Staff Resource)

The total available staff resource within Corporate Services is shared between West Somerset Council and Taunton Deane Borough Council based upon ratios agreed as part of the Joint Management and Shared Services project (JMASS).

FINANCE PROVIDING THIS INFORMATION BASED UPON TIER 4/5 AND TIER 6 REPORTS / SPLITS

Section 5 – Strategic Risk

Broad area of risk	Action proposed to reduce likelihood and impact
Failure to effectively engage team members resulting in poor performance, low morale and ineffective service delivery.	<ul style="list-style-type: none"> • Ensuring effective performance management, appraisal, learning and development and related monitoring arrangements are in place. • Establishing good practice around one to one and team meetings
Lack of workforce resilience because of reduced staffing numbers for the two Councils results in service delivery failure or delays.	<ul style="list-style-type: none"> • Cross skilling staff wherever possible. • Review and streamline processes where possible.
Failure to meet statutory / legislative responsibilities because of a lack of awareness or failure of process, leads to reputational damage	<ul style="list-style-type: none"> • Robust Equality Impact Assessments. • Staff training
Lack of capacity to implement improvements to Service delivery	<ul style="list-style-type: none"> • Set and monitor realistic targets / performance of service
Failure of corporate assets to comply with regulatory legislation for safe operation	<ul style="list-style-type: none"> • Ensure the development and implementation of robust policies and procedures for the purposes of managing the WSC portfolio in a compliant manner • Prioritise assets suitably



2015/16

Service Plan for **Resources**

V1.3

Assistant Director: Paul Fitzgerald
Director: Shirlene Adam

Document Title:	Resources Service Plan 2015/16
Author:	Paul Fitzgerald

Approval Path for this plan:

Director	Shirlene Adam
Portfolio Holder(s)	WSC: Cllrs Kravis, Westcott TDBC: Cllr Stock-Williams
Corporate PAG	16 December 2014
Scrutiny	15 January 2015
Informal Cabinet	March 2015

Version Control:

Version Number	Purpose/Changes	Author	Date
1.1	Version submitted to Director and Paul Harding Corporate PAG for comment	Paul Fitzgerald	5/12/2014
1.2	Minor formatting & page numbering & updated structure charts	Paul Fitzgerald	05/12/2014
1.3	Version submitted to Scrutiny – SWOT deleted	Paul Fitzgerald	21/12/2014

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Section 1 – Part A

Introduction

Welcome to the 2015/16 Resources service plan.

Purpose of the Plan

This plan identifies the key priorities and actions for the Resources Service for the 2015/16 financial year. It identifies the resources that will be deployed towards achieving these priorities and demonstrates clear links from the **Corporate Plan** to the service. It ensures the service is accountable for its activities in support of Corporate Aims and Objectives through clearly defined performance measures. The Plan also documents how the service will contribute towards corporate and cross cutting issues such as risk management, equalities impacts, and corporate governance actions.

It has been developed taking into account:

- Corporate Strategy Aims
- Service Aims
- Statutory duties
- Corporate Governance and Risk Management Action Plans
- Equalities Impact Assessments
- Previous achievements and future challenges.

It matches all the service and corporate requirements with budgeted resources to produce a robust and realistic plan of action for the service in 2015/16.

An effective service plan provides a solid foundation, keeping priorities and principles firm even in times of change.

How it will be used

The Service Plan will be delivered through Operational Plans for each area of the Service. This will provide a clear structure from which individual officers' objectives can be set and progress reviewed through the employee performance review process and regular work planning and line management meetings.

Monitoring the Plan

The Service Plan represents an important element of West Somerset District Council's corporate planning framework. They are key in developing the "golden thread" from the Corporate Plan and the Council's Transformation Programme to the operational day-to-day activity of teams.

- Progress against Key Performance Indicators as well as actions in support of the Corporate Plan will be reported **quarterly** to Scrutiny and to Cabinet.
- Performance will also be reviewed **quarterly** by JMT.
- The Assistant Director will meet **monthly** with the relevant Portfolio holder.
- The Assistant Director will meet with the Director **monthly**.
- Individual performance objectives are set **annually** and reviewed at least **twice a year**
- Managers will meet with their staff individually for a 1-2-1 for a review
- Each team within the service will meet **monthly**.

Summary of the main services delivered by Resources

The Resources area covers the following key services for both West Somerset Council and Taunton Deane Borough Council:

Finance

A significant proportion of the work activities and functions undertaken are either statutory or essential for the basic running of the two Councils. Key areas of work include:

- financial strategy and regulation
- financial policy and procedures development and implementation
- financial planning for income and spending, taxation, revenue and capital resources
- setting, monitoring and reporting budget and financial performance to management and Members
- providing financial advice and information to Members, managers, staff and partners/stakeholders
- preparing government returns and tax bases
- preparing statutory financial statements in accordance with reporting standards
- monitoring financial governance, accounting and system controls
- treasury management strategy and operations (investments, borrowing, cash flow and banking)
- procurement advice including working with Southwest One regarding TDBC procurement strategy and operational delivery
- payments to suppliers directly for WSC suppliers and working with Southwest One for TDBC suppliers
- supporting key corporate projects and business case development (E.g. JMASS Transformation)

Revenues & Benefits

The Revenues and Benefits Service provides a wide range of services for West Somerset Council and Taunton Deane Borough Council, and affects the lives of every household and business in the districts. The Service collects and pays out many millions of pounds each year and our performance affects the Councils' finances and cash flow.

This is a statutory service area, and key areas of work include:

- Council tax billing, collection and advice
- Non domestic rates billing, collection and advice
- Recovery of local taxation including action through the courts
- Housing Benefit assessment, payments and advice
- Housing Benefit Subsidy claims and validation
- Council Tax Rebate (WSC) and Council Tax Support (TDBC) assessment, payments and advice
- Determination and payment of Discretionary Council Tax Assistance and Discretionary Housing Payments
- Prevention and Detection of Fraud
- Corporate Debt Recovery function including administering and recovery of sundry debtors and housing benefit overpayments and former (TDBC) housing tenant arrears through to enforcement and action through the courts
- Working with Southwest One for the administration of TDBC sundry debtors

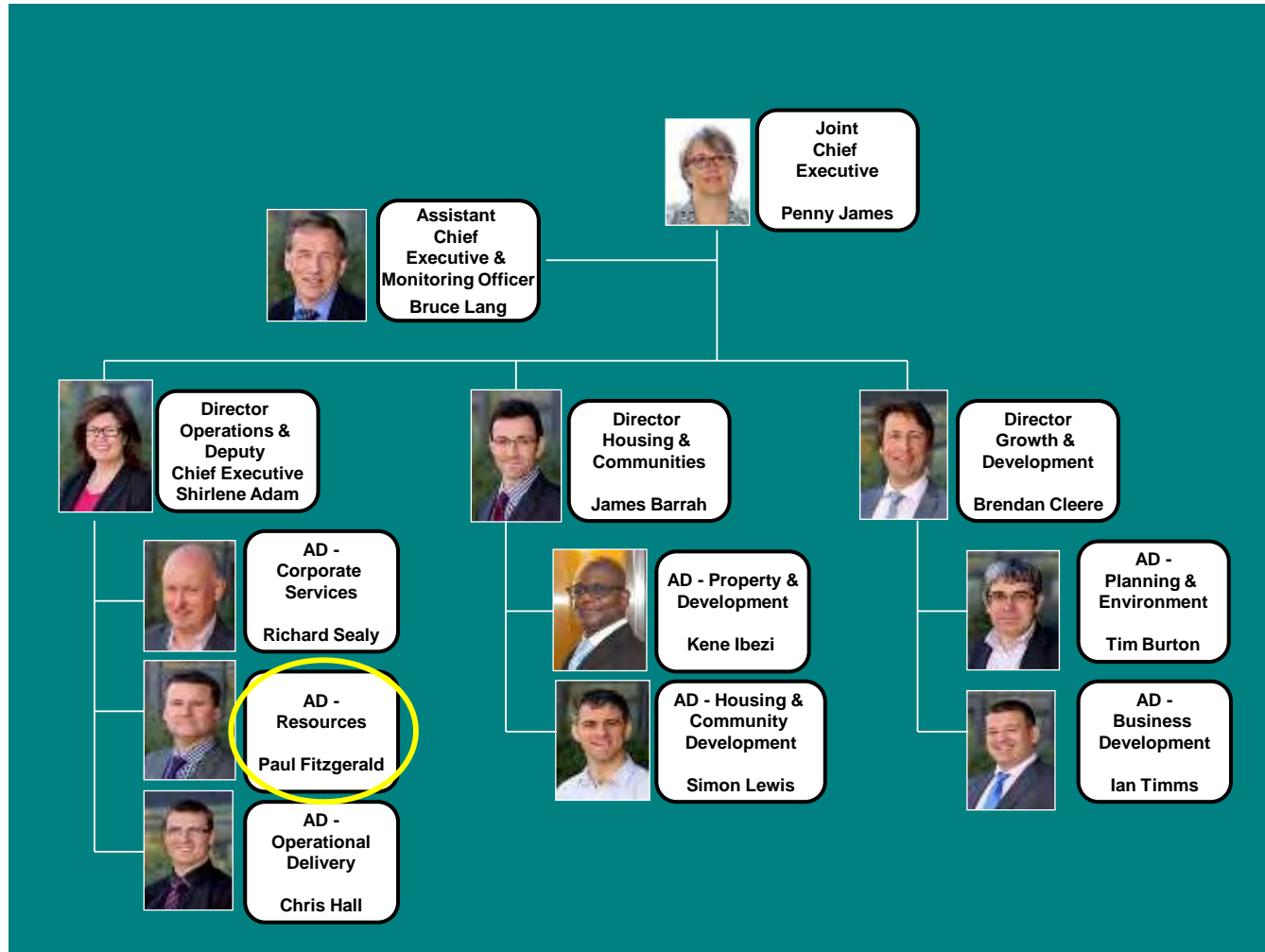
Corporate Fraud

Under the Welfare Reform agenda the investigation and detection of Housing Benefit Fraud will transfer to a Single Fraud Investigation Service (SFIS) during 2015/16.

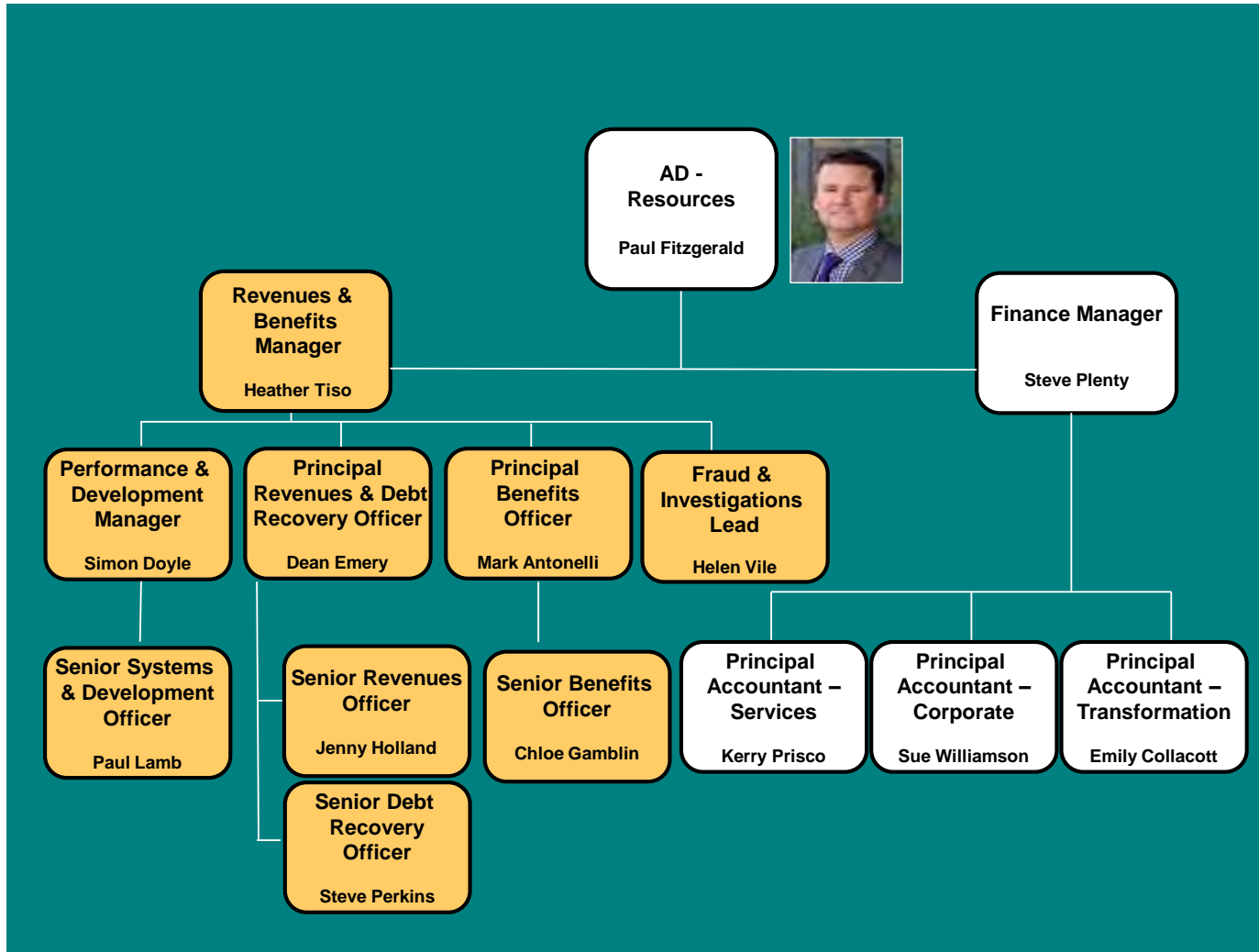
The Councils have recently been successful in bidding for additional funding from Government to establish a 'Corporate Counter Fraud' function. This will be implemented during 2015/16 and will address fraud prevention and detection in areas such as:

- council tax rebate / council tax support
- business rates
- housing tenancy
- grant applications
- procurement
- recruitment and payroll
- income billing and collection

Joint Management Team Reporting Lines



Resources - Senior Officer Structure



Service Contact Details

Name	Position	Telephone	Email
Paul Fitzgerald	Assistant Director Resources	07774 335746	p.fitzgerald@tauntondeane.gov.uk
Steve Plenty	Finance Manager	01984 635217	sjplenty@westsomerset.gov.uk
Kerry Prisco	Principal Service Accountant		k.prisco@tauntondeane.gov.uk
Sue Williamson	Principal Corporate Accountant		s.williamson@tauntondeane.gov.uk
Emily Collacott	Principal Transformation Accountant	01823 358402	e.collacott@tauntondeane.gov.uk
Heather Tiso	Revenues and Benefits Manager	01823 356541	h.tiso@tauntondeane.gov.uk
Simon Doyle	Performance and Development Manager	01823 356437	s.doyle@tauntondeane.gov.uk
Paul Lamb	Senior Systems and Development Officer	01984 635224	PSLamb@westsomerset.gov.uk
Dean Emery	Principal Revenues and Debt Recovery	01823 356567	d.emery@tauntondeane.gov.uk
Jenny Holland	Senior Revenues Officer	01823 356422	j.holland@tauntondeane.gov.uk
Steve Perkins	Senior Debt Recovery Officer	01984 635247	SRPerkins@westsomerset.gov.uk
Mark Antonelli	Principal Benefits Officer	01823 356359	m.antonelli@tauntondeane.gov.uk
Chloe Gamblin	Senior Benefits Officer	01823 356426	c.gamblin@tauntondeane.gov.uk
Helen Vile	Fraud and Investigations Lead		h.vile@tauntondeane.gov.uk

Looking Back on 2014/15

Key Achievements during 2014/15

In 2014/15 the Resources area's key achievements were or will be:

- Joint Revenues & Benefits and Finance teams designed and appointed within 'financial envelope'
- Significant support provided to JMT with costing of staffing structure proposals and to meet business case savings targets
- Improved financial reporting for JMT and Members
- Implementation of updated financial reporting structures and cost sharing for shared service
- Successful completion and audit of both TDBC and WSC 2013/14 accounts, with "Unqualified opinion" issued by the External Auditor
- Revenues and Benefits services (TDBC) both winning Bronze awards – Institute of Revenues Rating and Valuation (IRRV) national Team of the year 2014
- Revenues & Benefits Service (WSC and TDBC) being awarded Customer Excellence Standard 2014

And will be:

- Successful transition to new structure with structure fully operational
- For WSC, improved financial planning; and for both councils, setting balanced budgets for 2015/16 towards maintaining financial sustainability
- Successful annual billing for council tax and business rates, and housing benefit annual uprating
- Development of Corporate Counter Fraud Business Case and implementation plan
- Development and approval of updated Financial Regulations and Standing Orders to complement joint working

Looking Forward to 2015/16

Key Challenges for the service during 2015/16

In 2015/16 the key challenges facing the service are:

Revenues & Benefits

- Harmonisation of core revenues and benefits ICT systems
- Harmonisation of working practices and delivering efficiency in ways of working in order to maintain service standards within new shared service
- Greater digitisation of services to customers
- Support of wider customer access strategy
- Supporting the implementation of the Single Fraud Investigation Service (SFIS) in June 2015
- Universal Credit roll out commencing in 2015
- Review of Council Tax Rebate / Support schemes and discretionary support for businesses and households

Finance

- Financial sustainability of the Councils, responding to further reductions in government funding
- Ensure staff continue to be supported with appropriate training and development to ensure successful transition to new structure and responsibilities
- Working across different sites and on different systems
- Supporting the likely increase in projects flowing from JMASS transformation
- Harmonisation of working practices and delivering efficiency in ways of working in order to maintain service standards within new shared service
- Increasing capacity through simplification and efficiency of working practices and eliminating lower value-adding activities
- Developing 'business partnering' approach with services

Corporate Fraud

- Implementation of Corporate Counter Fraud partnership

Section 2 – Key Actions or Areas of Focus

The following are the key areas of attention for 2015/16 (in no particular order):

1. Evolve Financial Strategy and Medium Term Financial Plans to provide a platform for long term financial sustainability for both Councils
2. Support the Corporate Business Planning process for TDBC /WSC - post May 2015
3. Successfully close the 2014/15 accounts for WSC and TDBC
4. Continue to provide finance expertise to support major projects (JMASS, etc)
5. Successfully transition affected staff to the Single Fraud Investigation Service (SFIS) in June 2015 (TDBC)
6. Migrate Revenues and Benefits data onto a single computer system
7. Develop proposals for a Countywide Council Tax Support Scheme for 2016/17
8. Continue to develop relationships with Members, particularly post May 2015
9. Continue to prepare for the Universal Credit roll out
10. Development of effective corporate counter-fraud prevention and detection arrangements
11. Review of Discretionary Business Rates Relief policy

Section 3 – Performance Measures

We will measure our performance using the following indicators:

a) General Fund Revenue controlled within budget.	Variance within 1% = Green, 1-2% = Amber and over 2% = Red
b) General Fund Capital controlled within budget	Variance within 2% = Green, 2-3.5% = Amber and over 3.5% = Red
c) Housing Revenue (HRA) controlled within budget	TDBC only - Variance within 0.5% = Green, 0.5-2% = Amber and over 2% = Red
d) HRA Capital controlled within budget	TDBC only - Variance within 2% = Green, 2-3.5% = Amber and over 3.5% = Red
e) Council Tax Rebate/Support	WSC & TDBC's portion of the budget : Below or within £25k of budget = Green, £25k-£50k = Amber and over £50k = Red [Note: variance to budget estimate forms part of the Collection Fund Surplus/Deficit]
f) Business Rates Net Rate Yield – variance on NDR1	<Measurement and Target to be reviewed>
To maintain adequate reserves (based on financial risk analysis)	Green = above recommended minimum, Amber = no more than 10% below recommended minimum, Red = more than 10% below recommended minimum
Council Tax in-year collection rate	WSC = 97.8% TDBC = 97.8%
Business Rates in-year collection rate	WSC = 98% TDBC = 98.4%

Sundry Debts (In SAP)	TDBC - Value of debts over 90 days old to be lower than corresponding point in 2013/14.
Benefits subsidy	WSC & TDBC = To achieve 100% subsidy in respect of 2014/15 (confirmation due in Q3) 100% subsidy forecast for 2015/16
% of customers who are satisfied or very satisfied with the benefits service	WSC Target = 97% TDBC Target = 85%
% of 'Local Authority' error against overall HB expenditure (lower is better)	WSC & TDBC Target = <0.48% error rate (to maintain entitlement to 100% subsidy)
Average processing times for new HB and CTR/CTS claims (lower is better)	WSC = 22 days TDBC = 10 days
Average processing times for HB and CTR/CTS changes of circumstances (lower is better)	WSC = 10 days TDBC = 10 days
% of invoices for commercial goods or services paid within 30 days of receipt	WSC = 90%
Number of invoices received	Measure only – no target

Section 4 – Resources Available

Budgets for 2015/16 - TDBC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

Budgets for 2015/16 - WSC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

People (Staff Resource)

The total available staff resource within Resources service is shared between West Somerset District Council and Taunton Deane Borough Council based upon ratios agreed as part of the Joint Management and Shared Services project (JMASS).

FINANCE PROVIDING THIS INFORMATION BASED UPON TIER 4/5 AND TIER 6 REPORTS / SPLITS

Section 5 – Strategic Risk

The following risks have been identified in respect of which mitigating actions will be included within the service plan:

- Reduced management and delivery capacity adversely affects revenues collection rates;
- Working across different sites and on different systems (finance and revenues & benefits) is a barrier to affective joining of teams, and reduces efficiency and capacity to deliver ;
- Loss of specialist systems knowledge and expertise adversely affects service performance;
- Error rates increase during transition to new structure, leading to loss of Subsidy;
- Customer Service standards decline creating customer dissatisfaction and reputational damage to the Councils and JMASS project;
- Disengagement and loss of morale of staff during the changes;
- Mismatch of stakeholder expectations around capacity to support change.



2015/16

Service Plan for **Corporate Services**

V1.2

Assistant Director: Richard Sealy
Director: Shirlene Adam

Document Title:	Corporate Services Service Plan 2015/16
Author:	Richard Sealy

Approval Path for this plan:

Director	
Portfolio Holder(s)	
Corporate PAG	16 December 2014
Scrutiny	15 January 2015
Cabinet	March 15

Version Control:

Version Number	Purpose/Changes	Author	Date
1	Initial template	Richard Sealy	28.11.2014
1.1	Revisions following SA review	Richard Sealy	05.12.2014
1.2	SWOT deleted	Richard Sealy	22.12.2014

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Section 1 – Part A

Introduction

Welcome to the Corporate Services 2015/16 service plan.

Purpose of the Plan

This plan identifies the key priorities and actions for Corporate Services for the 2015/16 financial year. It identifies the resources that will be deployed towards achieving these priorities and demonstrates clear links from the **Corporate Plan** to the service. It ensures the service is accountable for its activities in support of Corporate Aims and Objectives through clearly defined performance measures. The Plan also documents how the service will contribute towards corporate and cross cutting issues such as risk management, equalities impacts, and corporate governance actions.

It has been developed taking into account:

- Corporate Strategy Aims
- Service Aims
- Statutory duties
- Corporate Governance and Risk Management Action Plans
- Equalities Impact Assessments
- Previous achievements and future challenges.

It matches all the service and corporate requirements with budgeted resources to produce a robust and realistic plan of action for the service in 2015/16.

An effective service plan provides a solid foundation, keeping priorities and principles firm even in times of change.

How it will be used

The Service Plan will be delivered through Operational Plans for each area of the Service. This will provide a clear structure from which individual officers' objectives can be set and progress reviewed through the employee performance review process and regular work planning and line management meetings.

Monitoring the Plan

The Service Plan represents an important element of West Somerset District Council's corporate planning framework. They are key in developing the "golden thread" from the Corporate Plan and the Council's Transformation Programme to the operational day-to-day activity of teams.

- Progress against Key Performance Indicators as well as actions in support of the Corporate Plan will be reported **quarterly** to Scrutiny and to Cabinet.
- Performance will also be reviewed **quarterly** by JMT.
- The Assistant Director will meet **monthly** with the relevant Portfolio holder.
- The Assistant Director will meet with the Director **monthly**.
- Individual performance objectives are set **annually** and reviewed at least **twice a year**
- Managers will meet with their staff individually **monthly** for a 1-2-1 for a review
- Each team within the service will meet **monthly**
- JMASS Project – progress against the JMASS project plan is monitored by the Joint Programme Advisory Group (JPAG) and the Joint Project Board (JPB) both of which meet monthly. Progress is also reported as part of the corporate performance reporting cycle to Scrutiny and Cabinet.

Summary of the main services Corporate Services deliver

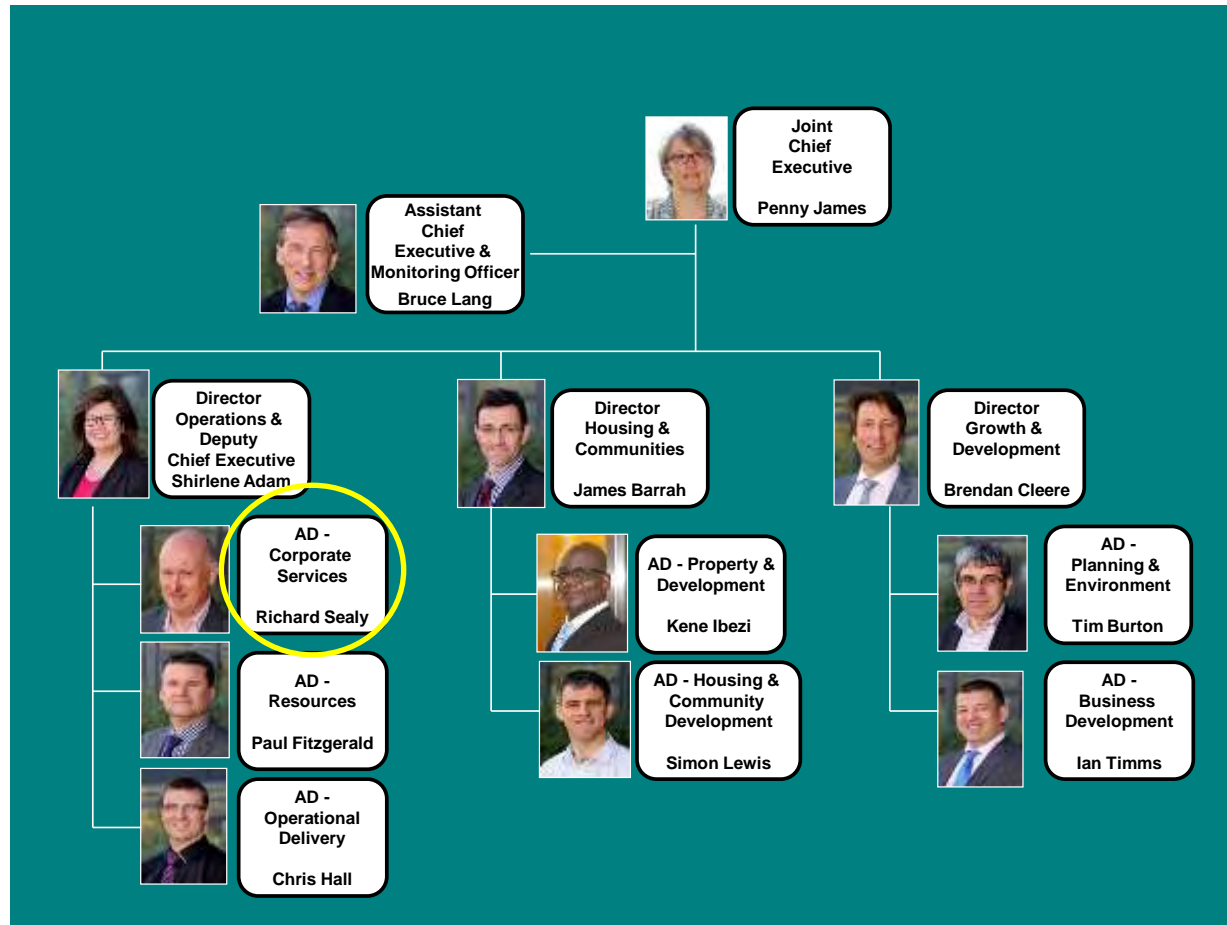
Corporate Services comprises a wide range of disparate corporate support functions delivered to both West Somerset District Council and Taunton Deane Borough Council.

The main services we deliver are:

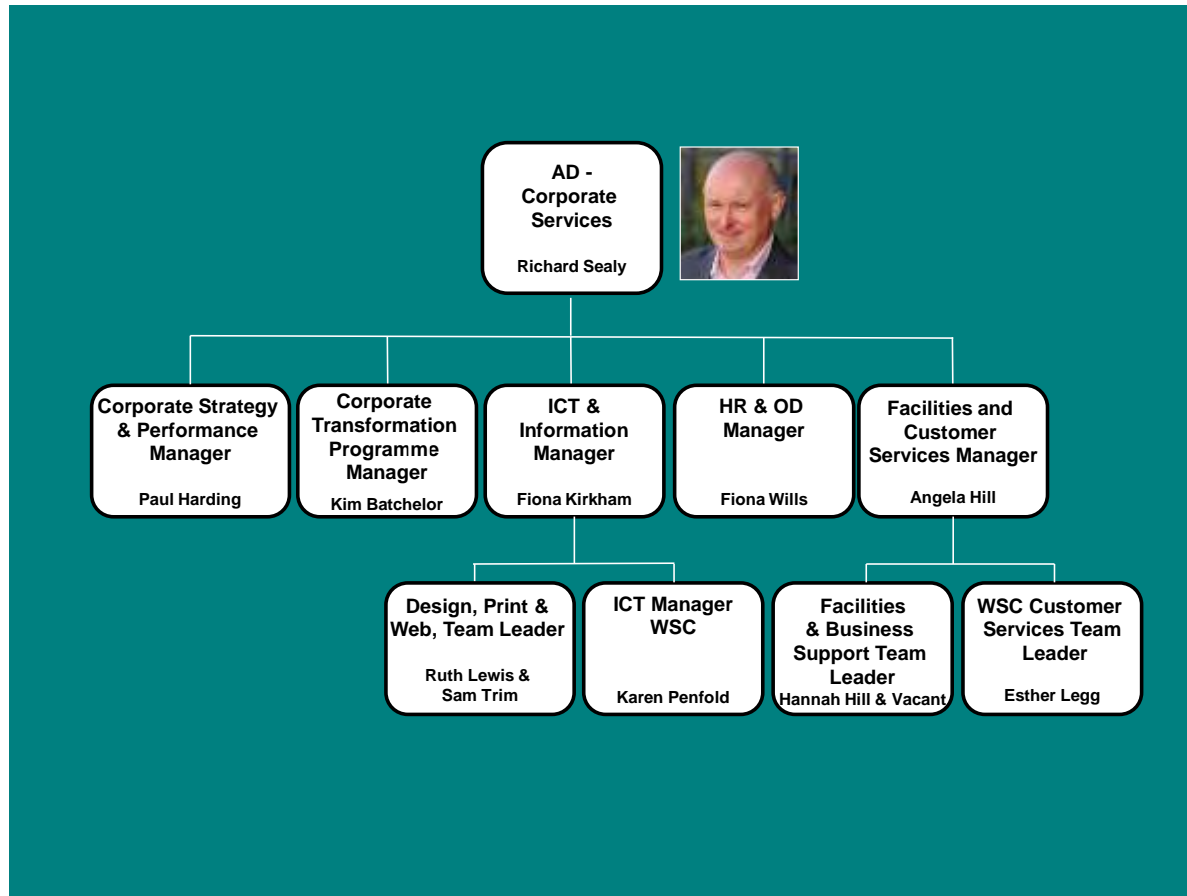
- Governance:
 1. Audit – liaison with SWAP and external auditors. Tracking progress on audit recommendations and the annual audit plan.
 2. Complaints, customer feedback & Local Govt. Ombudsman – managing the processes, investigating issues, drafting and ensuring the timely issue of responses
 3. Corporate Performance - developing the corporate performance framework, ensuring performance management is embedded with day to day activity and is regularly reported to JMT and Members
- Corporate Risk Management – developing the corporate risk management framework, ensuring risk management is embedded with day to day activity and is properly managed
- Corporate Strategy & Business Planning – developing and refreshing the Corporate Action Plan
- Customer Services – provision of the customer services function for WSC, ensuring the handling of customer enquiries both in person and by telephone, and monitoring delivery by Southwest One of the function for TDBC.
- Design & Print

- Data Protection Act (DPA) & Freedom of Information (FOI)
- Facilities Management (Council Offices and Minehead Contact Centre)
- HR & Organisation Development (OD) – including for TDBC the monitoring of the delivery of the HR Admin and Payroll functions provided by Southwest One.
- ICT – for WSC provides desktop computing facilities to staff, Councillors and home-workers. Supports the delivery of all services through provision of hardware, software and networking arrangements, including backups, disaster recovery and helpdesk support. For TDBC provides strategic management of ICT provision and monitors delivery of the ICT service provided by Southwest One
- Information Management
- Website (WSC only) - manages the Council website which provides up to date links to external websites, updates the content of the reception screens and reviews and develops the customer access strategy
- Transformation Programme Management – the provision of programme management for the Corporate Transformation Programme and project management for the Joint Management and Shared Services Project (JMASS)
- Southwest One contract management (clienting) and succession planning for contract end in Nov 2017
- Business Support function for Deane House based Operations Directorate
- Southwest One Senior Responsible Officer (SRO) role

Joint Management Team Reporting Lines



Corporate Services Team Structure



Key Service Contact Details

Name	Position	Telephone	Email
Richard Sealy	Assistant Director - Corporate Services	01823 358690	s.sealy@tauntondeane.gov.uk
Kim Batchelor	Corporate Transformation Programme Manager	01984 635264	kjbatchelor@westsomerset.gov.uk
Paul Harding	Corporate Strategy and Performance Manager	01823 356309	p.harding@tauntondeane.gov.uk
Fiona Kirkham	ICT & Information Manager	01823 356522	f.kirkham@tauntondeane.gov.uk
Fiona Wills	HR & OD Manager	01823 356450	f.wills@tauntondeane.gov.uk
Angela Hill	Facilities and Customer Services Manager	01823 356597	a.hill@tauntondeane.gov.uk
Ruth Lewis / Sam Trim	Design, Print & Web Team Leader	01823 356423	r.lewis@tauntondeane.gov.uk s.trim@tauntondeane.gov.uk
Karen Penfold	ICT Manager - WSC	01984 635304	k.penfold@tauntondeane.gov.uk
Hannah Hill	Facilities & Business Support Team Leader	01823 356434	h.hill@tauntondeane.gov.uk
Esther Legg	WSC Customer Services Team Leader	01984 635379	ELegg@westsomerset.gov.uk

Looking Back on 2014/15

Key Achievements during 2014/15

The key **objectives** for Corporate Services in **2014/15** were to:

1. Develop & implement an entire service restructure to deliver the JMASS savings, join the two sets of staff into a single team and without impacting on service delivery; and
2. Maintain service delivery during a period of significant change.

The key **achievements** for Corporate Services for **2014/15** are summarised below:

- Restructure – a comprehensive new structure has been identified for Corporate Services, which joins services where possible and is set to deliver the savings target. At the time of writing, the management elements of this structure (tiers 4 & 5) have been successfully delivered, we are about to complete the implementation of the structure for the remaining staff (tier 6) and are on target for completion by 1Feb 2015;
- Service delivery has been maintained throughout this period of significant change and uncertainty;
- Corporate Services has taken on the Project Management of the JMASS project, is progressing work to implement wider shared service arrangements for Legal Services and Building Control and are continuing to facilitate briefings and site visits for members and officers regarding the changes made by other local authorities in order to inform our transformation programme;

- Significant support has been provided to the organisation, staff and managers to manage absence rates throughout this period of change, which has resulted in our maintaining a low sickness absence rate;
- Good working relationships have been established with the Portfolio Holders and Members in general;
- We are ensuring appropriate officer presence at both Council offices;
- ICT changes have been implemented to support the move to a single officer structure and to facilitate working across the various sites. These include the implementation of a high-speed communications link between Taunton and Williton, shared outlook calendars, single door access card arrangements in place and the provision of WIFI at the TDBC offices;
- £750k in external funding has been awarded by DCLG to support the WSC/TDBC transformation programme;
- HR support for the staff restructure including the management of the relationship with UNISON, consultation and communications, staff inductions and familiarisation sessions, management of the job evaluation processes;
- The implementation and quarterly monitoring of a single combined risk register for both authorities;
- For TDBC the Facilities Management, Design and Print, Finance and HR functions have been successfully returned to in-house provision from Southwest One.

Looking Forward to 2015/16

Key Challenges for the service during 2015/16

In 2015/16 the key challenges facing the service are:

- Maintaining service delivery for the two Councils against a background of increasing budget cuts
- Identifying, developing and delivering a Transformation Programme (and associated ICT and Organisational Development Programmes), which reflects the aspirations of both Councils, is affordable, deliverable and which delivers significant savings
- Implementing the new structure i.e. ensuring delivery for the two Councils, across the three sites (Deane House, West Somerset House & Minehead Contact Centre), within the differing cultures, customs and policies (harmonising where relevant)
- Delivering further savings with current levels of service delivery expectations;
- Building new teams and skills and ensuring the maintenance of staff morale
- Resilience and adequate cover for customer services;
- Reviewing and developing more robust relationships with UNISON during continued period of change;
- The ongoing contract management of the Southwest One contract and development of a succession plan for contract end in 2017 (TDBC);
- JMASS – progressing review of Terms and Conditions;
- Understanding and delivering any changes to member priorities following the election.

Section 2 – Key Actions / Areas of Focus and Improvement

The following are the key areas of attention and/or improvement for Corporate Services in 2015/16 in addition to 'business as usual':

Ref No	Service Priority
	<i>GENERAL SERVICE PRIORITIES</i>
1	To identify and deliver additional savings/efficiencies over and above those emanating from the shared services business case
2	Building and maintaining a cohesive team structure to ensure the delivery of the corporate and support services for both Councils
3	Continue to manage day to day operation of Corporate Services during a significant period of change
4	Refresh / align policies and procedures including Business Continuity Plans - standardising wherever possible
5	Maintain and build relationships with the relevant Portfolio Holders, Shadow Portfolio Holders and elected Members generally (possibly some new members after May)
6	Supporting the delivery of key corporate projects (Transformation Programme, Accommodation, Customer Access etc.)
7	Horizon scan national policy – communicating to JMT, Members and officers as appropriate.
	<i>CORPORATE STRATEGY & PERFORMANCE</i>
8	Work with the Executive/Cabinet in both Councils to develop new Corporate Plans following the election
9	Work with Assistant Directors to assist in the development and implementation of new quarterly performance reporting arrangements
10	Embed a performance culture across the organisation
11	Identify and implement new performance, audit and risk actions tracking processes to ensure that we are monitoring the delivery of key actions

12	Undertake benchmarking to support services with transformation business cases
13	Monitoring delivery by services in relation to meeting new and emerging transparency requirements
14	Develop Annual Governance Statements for both Councils and take through democratic process
15	Review corporate complaints processes / policies and introduce a single policy and process for both Councils
	<i>CORPORATE TRANSFORMATION PROGRAMME</i>
16	Work with the Director – Operations, CEO and Members to identify and obtain agreement to a Corporate Transformation Programme ensuring that this identifies and incorporates all of the relevant associated projects e.g. Customer Access, Accommodation, ICT Strategy etc.
17	Identify and implement appropriate arrangements to manage the delivery of the Transformation Programme and associated projects
18	Support the Operations Director in ‘streamlining’
	<i>FACILITIES & CUSTOMER SERVICES</i>
19	Ensure we get the new Business Support team for the Operations Directorate running successfully, identifying training needs and ensuring the provision of training, as required
20	Maintain or improve customer satisfaction in customer service provision
	<i>HR & ORGANISATIONAL DEVELOPMENT</i>
21	Develop and commence delivery of an appropriate organisational development programme to support the ongoing development of the One Team and the Transformation Programme
22	Undertake and deliver the terms and conditions review
23	Align HR policies and procedures across the two Councils ensuring a programme of regular review is re-instated
24	Develop and incorporate an effective workforce strategy as part of the review of corporate plans
	<i>ICT & INFORMATION MANAGEMENT</i>
25	Ensure the delivery an ICT strategy to support the implementation of the Transformation Programme
26	Develop and obtain TDBC Member agreement to a Southwest One contract succession plan ensuring that TDBC Members are fully briefed in relation to the issues and options in relation to contract end in 2017
27	Ensure appropriate disaster recovery processes are in place
28	Develop information management and data management policies for both Councils and take through the democratic process.

Section 3 – Performance Measures

Customer Services (WSC)

Ref	Measure	Target
KPI 25	Calls abandoned	<8%

ICT

Ref	Measure	Target
KPI 21	Number of unique visitors to Council website	80,000 per annum

HR

Ref	Measure	Target
KPI 160	Number of days sickness per FTE	Annual average of 8.2 days or fewer per FTE
New	Staff Turnover % (ill health, redundancy, early retirement, dismissal)	Measure only

JMASS

Ref	Measure	Target
1.4.1	Terms & Conditions reviewed and any amendments requiring approval to go through the democratic process and working with UNISON	March 2016

1.4.2	Review and harmonise HR policies where appropriate and any changes requiring approval to go through the democratic process	March 2016
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Customer Feedback (Complaints)

Ref	Measure	Target
New	% of complaints given substantive response with x days of receipt	80%

FOI

Ref	Measure	Target
New	FOI requests provided with substantive response within 20 days	80%

Facilities

Ref	Measure	Target
New	Number of fire evacuations drills at each of the main Council offices	2 per annum

Section 4 – Resources Available

Budgets for 2015/16 - TDBC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

Budgets for 2015/16 - WSC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

People (Staff Resource)

The total available staff resource within Corporate Services is shared between West Somerset District Council and Taunton Deane Borough Council based upon ratios agreed as part of the Joint Management and Shared Services project (JMASS).

FINANCE PROVIDING THIS INFORMATION BASED UPON TIER 4/5 AND TIER 6 REPORTS / SPLITS

Section 5 – Strategic Risk

Broad area of risk	Action proposed to reduce likelihood and impact
Risk of services pursuing ICT transformation in isolation, due to pressure to deliver further savings quickly, leads to piecemeal and sub-optimal delivery of transformation, duplicated /wasted effort and cost.	<ul style="list-style-type: none"> • Development of a robust ICT strategy
Failure to meet statutory / legislative responsibilities because of a lack of awareness or failure of process, leads to reputational damage	<ul style="list-style-type: none"> • Robust Equality Impact Assessments. • Staff training
Lack of workforce resilience because of reduced staffing numbers for the two Councils results in service delivery failure or delays.	<ul style="list-style-type: none"> • Cross skilling staff wherever possible. • Review and streamline processes where possible.
Failure to effectively engage team members results in poor performance, low morale and ineffective service delivery.	<ul style="list-style-type: none"> • Ensuring effective performance management, appraisal, learning and development and related monitoring arrangements are in place. • Establishing good practice around one to one and team meetings
Inability to deliver required services as a result of emergency (floods, fire or pandemic etc.) leads to reputational damage and knock-on impact on the ability of other Council services to function.	<ul style="list-style-type: none"> • Robust business continuity plan in place
Loss of data as a result of poor handling or storage practices leads to financial penalty from ICO. Reputational damage / loss of trust.	<ul style="list-style-type: none"> • Deliver Data Protection awareness training to the organisation • Ensure an up to date information asset register is created – allocating data owners for each



2015/16

Service Plan for **Housing & Community Development**

V1.

Assistant Director: Simon Lewis
Director: James Barra

Document Title:	Housing & Community Development Service Plan 2015/16
Author:	Simon Lewis

Approval Path for this plan:

Director	
Portfolio Holder(s)	
Corporate PAG	16 December 2014
Scrutiny	15 January 2015
Cabinet	March 2015

Version Control:

Version Number	Purpose/Changes	Author	Date
1	Version submitted to Corporate PAG for comment	Simon Lewis	20/11/14

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Section 1 – Part A

Introduction

Welcome to the Housing & Community Development 2015/16 service plan.

Purpose of the Plan

This plan identifies the key priorities and actions for Housing & Community Development for the 2015/16 financial year. It identifies the resources that will be deployed towards achieving these priorities and demonstrates clear links from the **Corporate Plan** to the service. It ensures the service is accountable for its activities in support of Corporate Aims and Objectives through clearly defined performance measures. The Plan also documents how the service will contribute towards corporate and cross cutting issues such as risk management, equalities impacts, and corporate governance actions.

It has been developed taking into account:

- Corporate Strategy Aims
- HRA Business Plan Aims
- Service Aims
- Statutory duties
- Corporate Governance and Risk Management Action Plans
- Equalities Impact Assessments
- Previous achievements and future challenges.

It matches all the service and corporate requirements with budgeted resources to produce a robust and realistic plan of action for the service in 2015/16.

An effective service plan provides a solid foundation, keeping priorities and principles firm even in times of change.

How it will be used

The Service Plan will be delivered through Operational Plans for each area of the Service. This will provide a clear structure from which individual officers' objectives can be set and progress reviewed through the employee performance review process and regular work planning and line management meetings.

Monitoring the Plan

The Service Plan represents an important element of West Somerset District Council's corporate planning framework. They are key in developing the "golden thread" from the Corporate Plan and the Council's Transformation Programme to the operational day-to-day activity of teams.

- Progress against Key Performance Indicators as well as actions in support of the Corporate Plan will be reported **quarterly** to Scrutiny and to Cabinet.
- Performance will also be reviewed **quarterly** by JMT.
- The Assistant Director will meet **monthly** with the relevant Portfolio holder.
- The Assistant Director will meet with the Director **monthly**.
- Individual performance objectives are set **annually** and reviewed at least **twice a year**
- Managers will meet with their staff individually **monthly** for a 1-2-1 for a review
- Each team within the service will meet **monthly**.
- Relevant delivery outcomes and performance measures related to TDBC Housing performance will be monitored **quarterly** by the Tenants Services Management Board

Councils' Corporate Priorities

WEST SOMERSET COUNCIL

Objective 1: 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

Objective 2: New Nuclear Development at Hinkley Point

Maximising the opportunities for West Somerset communities and businesses to benefit from the development whilst protecting local communities and the environment

TAUNTON DEANE BOROUGH COUNCIL

Objective 1: Quality and sustainable growth and development

Facilitate a significant increase in the number, quality and range of available houses within the Borough, including the highest achievable proportion of affordable housing. Deliver the infrastructure necessary to bring forward development opportunities

Objective 2: A vibrant economic environment

Improve the perception of Taunton as a regional centre of economic growth and a place to do business – attracting new businesses whilst supporting existing ones. Increase the economic activity in the Borough including number and value of jobs

Objective 3: A vibrant social, cultural and leisure environment

Work with partners to encourage strong, informed and active communities.

Work with partners to improve the lives of our most vulnerable households.

Facilitate and support cultural and leisure opportunities.

Maintain clean streets, good quality parks, open spaces and leisure and cultural facilities

Objective 4: A transformed Council

Achieve financial sustainability. Transform Services. Transform the way we work

HRA BUSINESS PLAN OBJECTIVES (TDBC ONLY)

Securing a long term future for our housing service.

This means continuing to invest in the management of the housing stock to ensure it meets tenants' needs, who should be at the heart of decision making.

Tackling deprivation and sustainable community development

This means taking action so that disadvantaged communities will have better access to local housing services, training and employment, continuing our support for a range of vulnerable people.

Investing in our housing stock, regeneration and affordable housing

This means investing in our existing stock to deliver a standard that meets the needs of the stock and local aspirations. It also means planning and successfully managing the regeneration of our housing estates and communities, providing homes that cater for the needs of an expanding and diverse population within communities that people are proud of.

Climate change

This means taking action to reduce carbon emissions across our housing stock through our investment planning, service delivery, partnership and community action to address climate change and reduce fuel poverty.

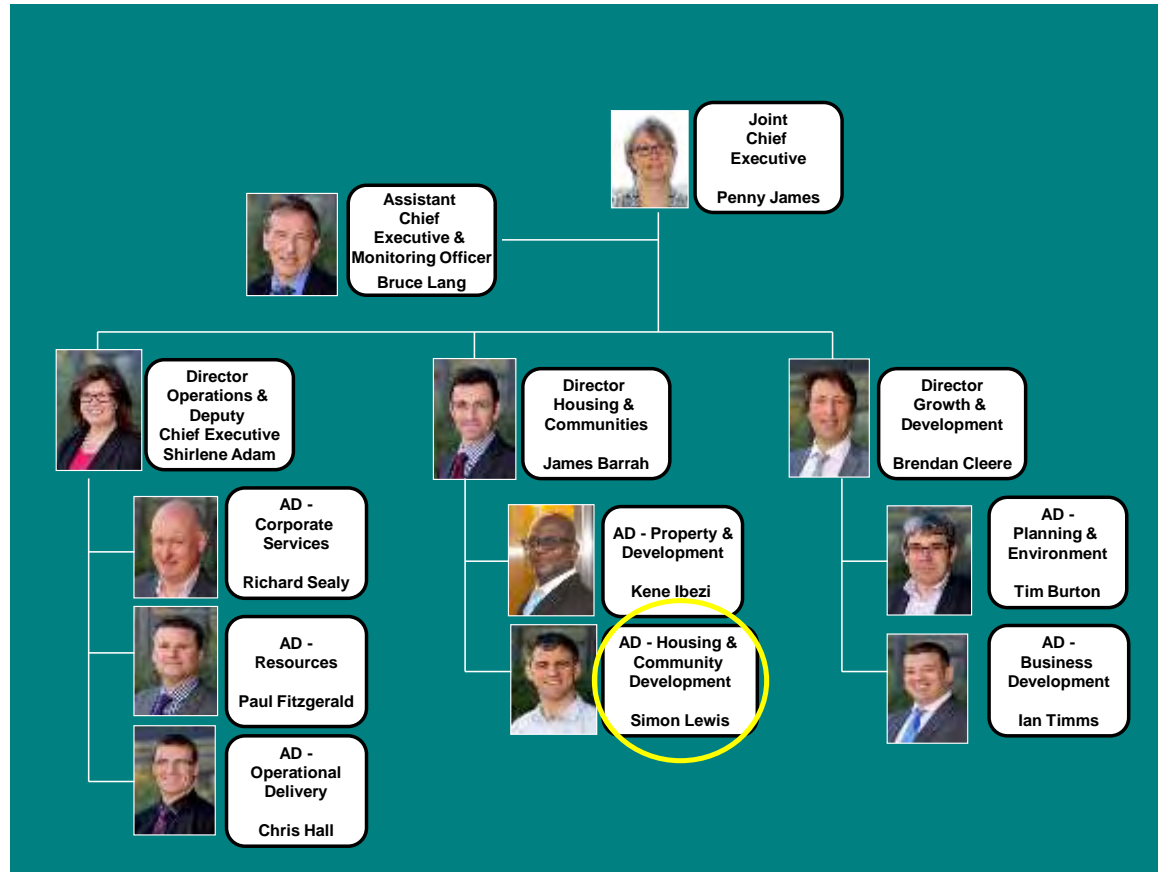
Summary of the main services Housing & Community Development deliver

Housing and Community Development comprises a wide range of functions and is divided into 8 main areas, delivering service to both West Somerset District and Taunton Deane Borough Councils.

The main services we deliver are:

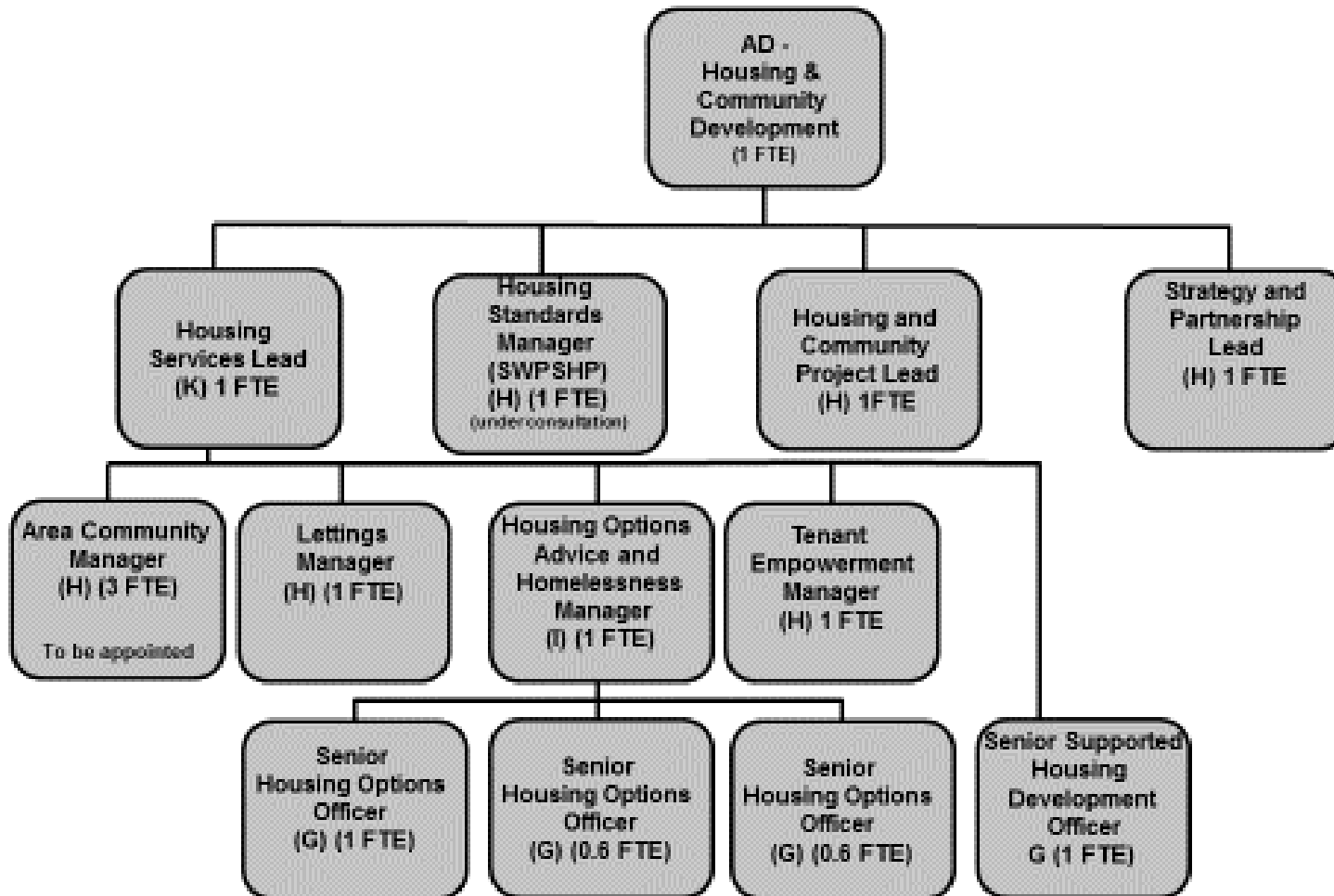
- Housing Options, Advice and Homelessness Service (WSC and TDBC) – *Homelessness prevention, advice and support; advice on housing options, management of Homefinder Somerset system*
- Housing and Community Projects (WSC and TDBC) – *deliver projects and support such as CIM, health and wellbeing projects, engagement and support of voluntary and community sector, grants and safeguarding*
- Strategy and Partnerships (Housing and Community related) (WSC and TDBC) – *Support local strategic partnerships, develop housing strategy and related partnerships, represent councils on health partnerships; develop key partnerships*
- Somerset West Private Sector Housing Partnership (WSC and TDBC in partnership with SDC) – *Deliver disabled facilities grants, housing standards work, landlord accreditation and support delivery of Hinkley housing related work*
- Housing Landlord Service (TDBC) – *Area community teams, estates management, community development, debt and benefit support, leasehold management, servicing housing tenants*
- Supported Housing Service (TDBC) – *Sheltered and Extra Care Housing service*
- Lettings Service (TDBC) - *Allocations and lettings of Council stock, including temporary accommodation; provision of Anti-social Behaviour officers and Welfare Reform Officer to support landlord service*
- Tenant Empowerment (TDBC) – *Supporting Tenants Services Management Board and other tenant forums, developing co-regulation and tenant led scrutiny; service improvement and development*

Joint Management Team Reporting Lines



Housing & Community Development Senior Team Structure

Housing & Community Development



Service Contact Details

Name	Position	Telephone	Email
Simon Lewis	Assistant Director Housing & Community Development	01823 356397	s.lewis@tauntondeane.gov.uk
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Denny Mortimer	Senior Housing Options Officer (West Somerset based)	01984 635279	d.mortimer@tauntondeane.gov.uk
Kate Reed	Senior Housing Options Officer (Taunton Deane based)	01823 356581	k.reed@tauntondeane.gov.uk
Vacant	Senior Housing Options Officer		
HRA SERVICE			
Cyndy Simpson	Area Community Manager	01823 356331	c.simpson@tauntondeane.gov.uk
Charlie Mosse	Area Community Manager (Temp)	01823 356389	c.mosse@tauntondeane.gov.uk
Jan Errington	Area Community Manager (Supported Housing) (Temp)	01823 356389	j.errington@tauntondeane.gov.uk
Gary Kingman	Senior Supported Housing Officer	01823 356304	g.kingman@tauntondeane.gov.uk
Paul Hadley	Lettings Manager	01823 356334	p.hadley@tauntondeane.gov.uk
Martin Price	Tenant Empowerment Manager	01823 356552	m.price@tauntondeane.gov.uk

Looking Back on 2014/15

Key Achievements during 2014/15

In 2014/15 Housing & Community Development's key achievements were:

- Restructured Tiers four, five and six to bring together shared services across both councils. A big challenge for all managers and staff. The Housing Options team which has managed the transition and change well (WSC and TDBC)
- Developed a proposed new shared service structure for the SWPSHP (WSC and TDBC)
- Family Focus – Delivered successfully in partnership, supporting numerous families (WSC and TDBC)
- Play areas – delivered Culvercliffe in Minehead through successful partnership work and submitted stage 2 lottery bid for Cuckoo Meadow (WSC)
- Dementia Friendly Councils, training over 160 staff to become dementia friends (WSC and TDBC)
- Began to develop stronger health partnerships resulting in new project delivery such as Healthy Living Fairs and smoke-free play areas (WSC and TDBC)
- Renegotiated Home Improvement Agency contract resulting in savings and expected improved service. (WSC and TDBC)

TDBC Housing Services

- Maintained good and improving levels of rental income, managing the Welfare Reform changes well and despite the financial and economic challenges felt by the community (TDBC)
- Supported Halcon One Team delivery resulting in a number of national and regional awards and recognition (TDBC)
- Continued to maintain quick and responsive levels of void turnaround, in the top quartile nationally (TDBC)
- Strong anti-social behaviour team that is well regarded by tenants and Tenants Services Management Board (TDBC)
- The Tenants Services Management Board continues to strengthen, providing challenge and direction for the service, making recommendations on tenancy policy, investment in new homes, increased energy efficiency. A successful TSMB election in 2014/15. (TDBC)

- Successfully submitted a bid into the Police Innovation Fund resulting in £750k and now beginning to roll out area working in Taunton Deane (TDBC)
- Supported Housing Service successfully transitioning and implementing an improvement plan to ensure readiness for new Supporting People contract. (TDBC)

Looking Forward to 2015/16

Key Challenges for the service during 2015/16

In 2015/16 the key challenges facing the service are:

Ref	Challenge
01	Continued transition toward shared services working, developing shared policies and approaches, maintaining staff morale etc (TDBC and WSC)
02	Identifying and implementing appropriate transformation to services (TDBC and WSC)
03	Managing the impact of Universal Credit on services and income (TDBC and WSC)
04	Mitigating the impacts of SCC cuts to P4A services on Housing Options and other teams (TDBC and WSC)
05	Managing the increased pressure on private rented sector housing as a result of Hinkley workers (TDBC and WSC)
05	Supporting the implementation of new area 'One Teams' from Police Innovation bid (TDBC only)
06	Rolling out Area Community Teams for Housing Services (TDBC only)
07	Make changes to Supported Housing to align service with new SCC SP commissioning and ensure it meets required standards (TDBC only)

Section 2 – Key Actions / Areas of Focus and Improvement

In additional to day to day 'business as usual' responsibilities the following are the key areas of attention for 2015/16:

Ref No	Service Priority
001	Join two sets of staff together into a single shared service (WSC and TDBC)
002	Continue to manage day to day operation of the council during a significant period of change (WSC and TDBC)
003	Refresh policies and procedures including Business Continuity Plans - standardising where possible (WSC and TDBC)
004	Maintain and build relationships with elected Members (WSC and TDBC)
005	Begin to identify and implement opportunities for service transformation (WSC and TDBC)
006	Work with Revenues and Benefits Service, DWP and other partners to help residents and tenants get ready for Universal Credit, signposting available support (WSC and TDBC)
007	Develop relations with key health partners to progress Council engagement and influence on Health and Wellbeing, delivering or facilitating a range of relevant projects for each area (WSC and TDBC)
008	Deliver projects and work utilising Hinkley funding to mitigate the impact of the workforce on the private rented sector (WSC and TDBC)
009	Ensure both Councils are properly trained on Safeguarding and Child Sexual Exploitation and minimising the risk of this in our Districts (WSC and TDBC)
010	Continue to focus on supporting communities access and bid for the CIM fund (WSC)
011	Redesign Supported Housing Service to respond to Supporting People reductions (TDBC)
012	Delivery of new Tenancy Policy, building into Allocations and Estate Management service (TDBC)
013	Further develop tenant empowerment and co-regulation and develop tenant-led Scrutiny (TDBC)
014	Support roll out of three Police Innovation Bid 'One areas' and embrace this way of working (TDBC)
015	Establish Area Community Teams and ways of working (TDBC)
016	Develop and implement a proposal for an Apprentice scheme in the Housing Service (TDBC)

Section 3 – Performance Measures

WSC Performance Measures

Housing Options

Ref	Measure	Target
KPI 45	Number of Households making homeless applications (lower is better)	195 or fewer for the year
KPI 46	% of homeless applications accepted as statutory homeless (lower is better)	23% or lower
KPI 47	Number of homelessness events prevented (Higher is better)	42 or more for the year
KCI 41	% customers who are satisfied or very satisfied with the service	90%
New	Notify customers of their homelessness application decision within 33 working days	90%

Private Sector Housing

Ref	Measure	Target
KPI 52	Disabled facilities grants - average time taken end to end to complete adaptation work	22 weeks
KCI 43	% customers who are satisfied or very satisfied with the private sector housing service	75%
New	Reduce the number of long-term empty homes in the District (as measured by the 1 st October CTB1 return)	5%
New	Undertake inspection of a HMO within 14 days of receipt of a valid application	95%

For TDBC Performance Measures – please refer to separate appendix A

Section 4 – Resources Available

Budgets for 2015/16 - TDBC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

Budgets for 2015/16 - WSC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

People (Staff Resource)

The total available staff resource within Corporate Services is shared between West Somerset District Council and Taunton Deane Borough Council based upon ratios agreed as part of the Joint Management and Shared Services project (JMASS).

FINANCE PROVIDING THIS INFORMATION BASED UPON TIER 4/5 AND TIER 6 REPORTS / SPLITS

Section 5 – Strategic Risk

Below are the key risks facing the service at the current point, recognising that risk is not something that is static at a moment in time, but will change throughout the year.

The service has developed a detailed risk register which will be used throughout the year to identify risks and any possible mitigating actions.

Ref	Description
01	Disengagement and loss of morale of staff during the JMASS changes, leading to loss of staff, increased sickness or reduced productivity and less ability to deliver this service plan (WSC and TDBC)
02	Unrealistic expectation of partners and councillors of ability to resource new initiatives, based on number of staff rather than recognising split between councils, could lead to dissatisfaction with shared services council (WSC and TDBC)
03	Services and community not prepared for Universal Credit, leading to increased community debt, increased evictions from landlords and increased debt for the Councils (Council Tax, Benefits, Housing rent etc) affecting financial viability of organisations and TDBC HRA and potential increased demand on services (such as Housing Options) (WSC and TDBC)
04	SCC cuts to P4A could increase demand on key services (Housing Options; Revenues and Benefits) and budgets (e.g. B&B budgets) leading to service being unable to physically manage demand and overspending budgets (WSC and TDBC)
05	Mitigation measures proposed in Hinkley funding bids are unsuccessful in creating enough new bed spaces, resulting in increased rental levels, reduced availability and additional evictions and homelessness, increasing demand and cost on the Housing Options Service (WSC and TDBC)
06	Partners fail to engage with collaborative area community working model leading to a reduced potential service for tenants and dissatisfaction from tenants, TSMB etc (TDBC only)



2015/16

Service Plan for **Planning & Environment**

V1.1

Assistant Director: Tim Burton
Director: Brendan Cleere

Document Title:	Planning & Environment Service Plan 2015/16
Author:	Tim Burton

Approval Path for this plan:

Director	
Portfolio Holder(s)	
Corporate PAG	16 December 2014
Scrutiny	15 January 2015
Cabinet	March 2015

Version Control:

Version Number	Purpose/Changes	Author	Date
1	Version submitted to Corporate PAG for comment	Tim Burton	05/12/2014
1.1	SWOT deleted	Tim Burton	21/12/2014

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Section 1 – Part A

Introduction

Welcome to the **Planning & Environment** 2015/16 service plan.

The lead Members for this service are:

WSC Lead Member - Cllr Anthony Trollope-Bellew/Cllr Keith Turner
Other WSC Lead Members - Cllr Dave Westcott
- Cllr Kate Kravis
- Cllr Karen Mills
- Cllr Chris Morgan

TDBC Lead Member - Cllr Mark Edwards

Purpose of the Plan

This plan identifies the key priorities and actions for Planning & Environment for the 2015/16 financial year. It identifies the resources that will be deployed towards achieving these priorities and demonstrates clear links from the **Corporate Plan** to the service. It ensures the service is accountable for its activities in support of Corporate Aims and Objectives through clearly defined performance measures. The Plan also documents how the service will contribute towards corporate and cross cutting issues such as risk management, equalities impacts, and corporate governance actions.

It has been developed taking into account:

- Corporate Strategy Aims
- Service Aims
- Statutory duties
- Corporate Governance and Risk Management Action Plans
- Equalities Impact Assessments
- Previous achievements and future challenges.

It matches all the service and corporate requirements with budgeted resources to produce a robust and realistic plan of action for the service in 2015/16.

An effective service plan provides a solid foundation, keeping priorities and principles firm even in times of change.

How it will be used

The Service Plan will be delivered through Operational Plans for each area of the Service. This will provide a clear structure from which individual officers' objectives can be set and progress reviewed through the employee performance review process and regular work planning and line management meetings.

Monitoring the Plan

The Service Plan represents an important element of West Somerset District Council's and Taunton Deane Borough Council's corporate planning framework. They are key in developing the "golden thread" from the Corporate Plans and the Council's Transformation Programme to the operational day-to-day activity of teams.

- Progress against Key Performance Indicators as well as actions in support of the Corporate Plan will be reported **quarterly** to WSC Scrutiny and to Cabinet as well as to TDBC Corporate Scrutiny and the Executive.
- Performance will also be reviewed **quarterly** by JMT.
- The Assistant Director will meet **monthly** with the relevant Portfolio holder.
- The Assistant Director will meet with the Director **monthly**.
- Individual performance objectives are set **annually** and reviewed at least **twice a year**
- Managers will meet with their staff individually **monthly** for a 1-2-1 for a review
- Each team within the service will meet **monthly**.
- Quarterly performance reports will be published on the Council's website.

Summary of the main services the team deliver

Planning & Environment is divided into three broad specialisms which deliver services to both West Somerset District Council and Taunton Deane Borough Council. These services are supported by the Business Support Team.

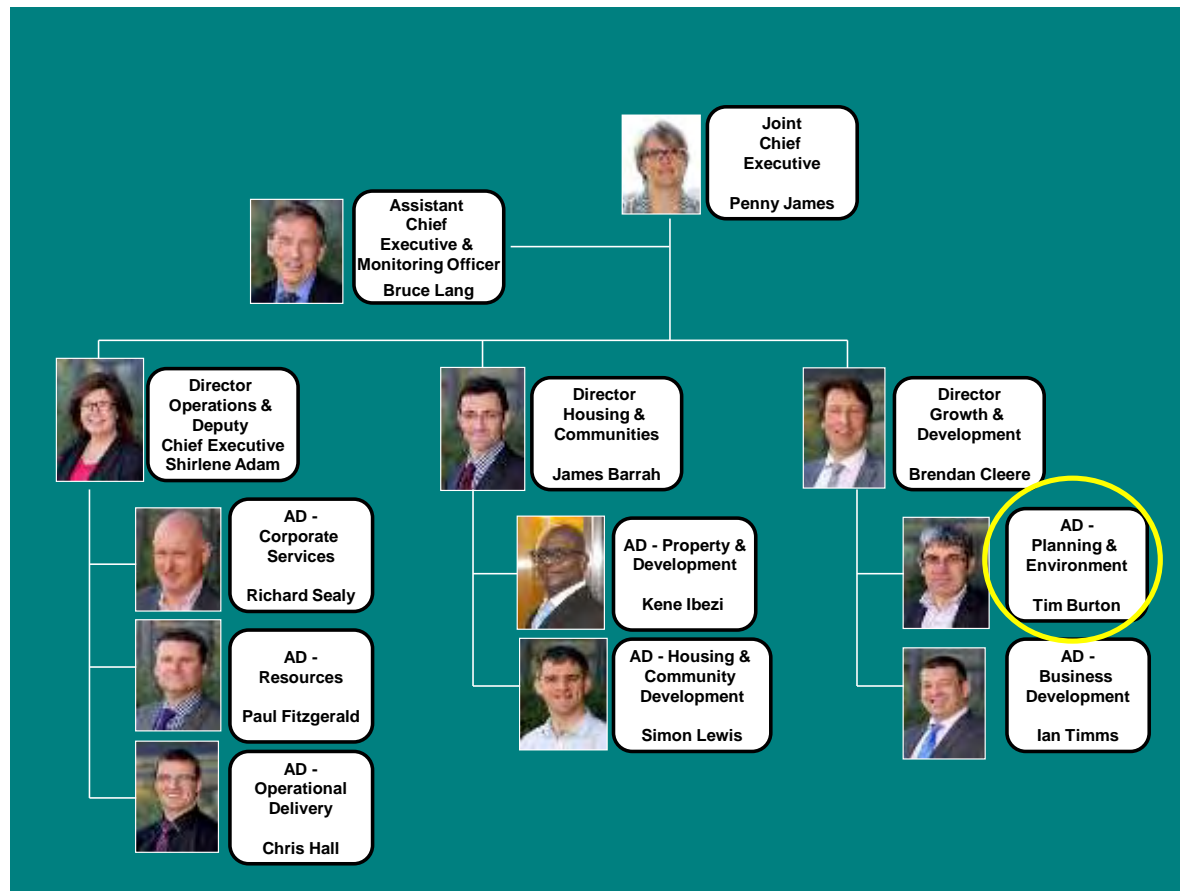
The main services we deliver are:

- **Planning Policy** - implements the Council's duty to prepare and review a Local Plan and related planning policy documents for Taunton Deane and the parts of the West Somerset district that lie outside the Exmoor National Park. The policies adopted through this process are a key means of guiding future development, of delivering the Council's strategic objectives and also carrying out place shaping within the districts. As part of this task evidence about the social, economic and environmental characteristics of the area is commissioned and updated. The implementation of planning policy is monitored on a regular basis. The service also provides advice on planning policy matters including legislation, guidance and process to both internal and external customers. Community engagement is a key aspect of planning policy development work as is liaison with neighbouring Local Planning Authorities' planning policy teams and the fulfilment of the duty to co-operate. The Planning Policy team provides advice on neighbourhood development planning. The service is statutory; our customers are the community and all other stakeholders with an interest in the area.
- **Development Management (Planning)** - this is a statutory function delivered by an in-house team. Development Management is responsible for determining a range of applications and dealing with associated appeals, responding to consultations for which the local planning authority is a statutory consultee, maintaining records of Listed Buildings and buildings at risk, conducting Conservation Area reviews, dealing with High Hedge complaints, making tree preservation orders, determining applications for works to trees protected by tree preservation orders and trees in conservation areas and conducting planning searches. Development Management also provides a range of non-statutory functions, which are enshrined in good practice and provide a valuable service to the Council's customers. These discretionary functions include: the provision of pre-application advice, planning enforcement and providing advice as to whether planning permission is required. These non-statutory functions re-enforce the statutory functions carried out by Development control.
- **Regeneration & Infrastructure**

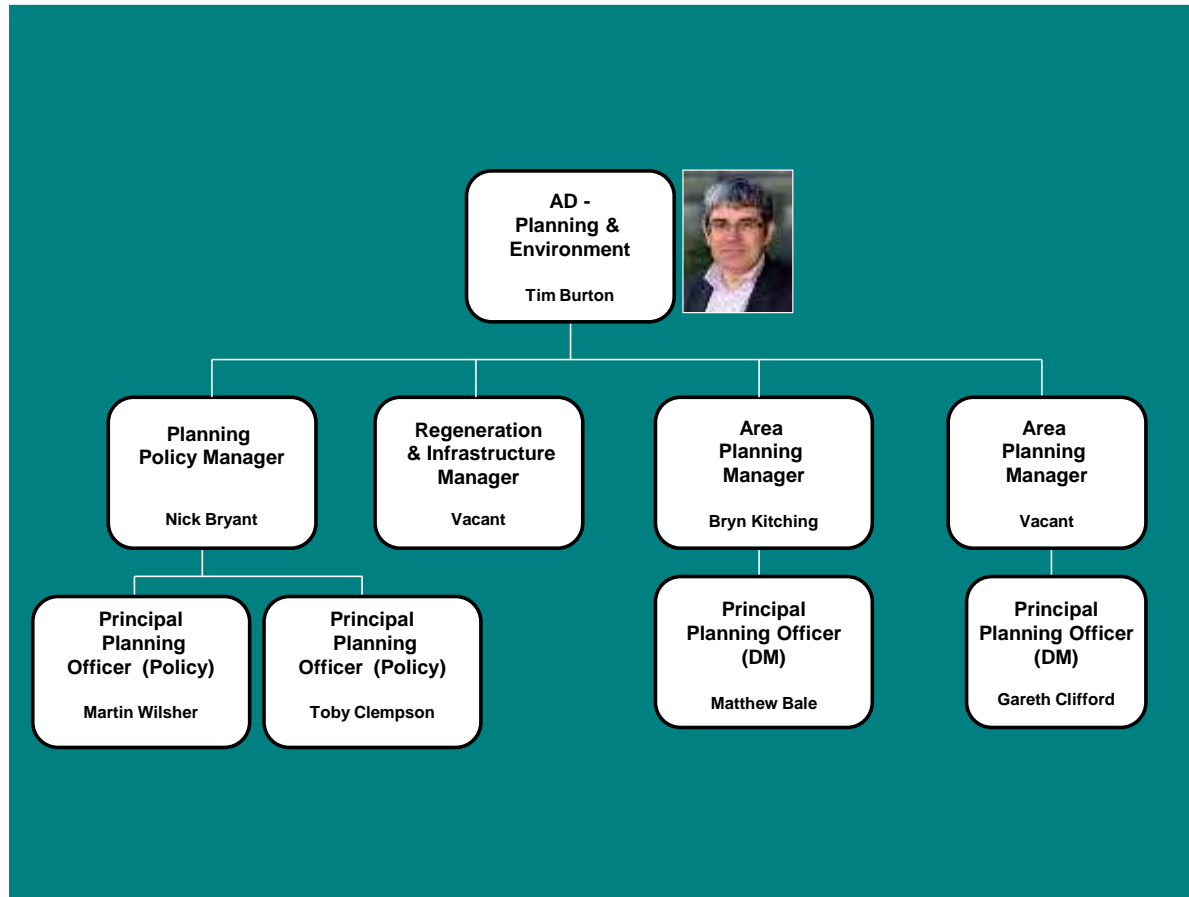
Responsibilities relating to regeneration and infrastructure include the delivery of town centre projects (primarily in Taunton) as well as other important infrastructure projects. However, Hinkley Point C responsibilities sit with the New

Nuclear Programme Manager who is not managed by but works closely with the Assistant Director Planning and Environment. Regeneration and Infrastructure also includes the preparation of strategies for the delivery of infrastructure and delivery through mechanisms such as the Community Infrastructure Levy. Sourcing funding from the LEP and central government is also an important on-going task.

Joint Management Team Reporting Lines



Planning & Environment Team Structure



Service Contact Details

Name	Position	Telephone	Email
Tim Burton	Assistant Director Planning and Environment	01823 358403	t.burton@tauntondeane.gov.uk
Nick Bryant	Planning Policy Manager	01823 356482	n.bryant@tauntondeane.gov.uk
James Holbrook	Regeneration and Infrastructure Manager	01823 356559	j.holbrook@tauntondeane.gov.uk
Bryn Kitching	Area Planning Manager	01823 358695	b.kitching@tauntondeane.gov.uk
Matthew Bale	Area Planning Manager	01823 356454	m.bale@tauntondeane.gov.uk
Martin Wilsher	Principal Planning Officer (Policy)	01984 635334	mwilsher@westsomerset.gov.uk
Toby Clempson	Principal Planning Officer (Policy)	01984 635284	tclempson@westsomerset.gov.uk
Vacant	Principal Planning Officer		
Gareth Clifford	Principal Planning Officer	01823 356398	g.clifford@tauntondeane.gov.uk

Section 1 – Part B

Looking Back on 2014/15

Key Achievements during 2014/15

In 2014/15 Planning & Environment's key achievements were:

- 1 Found solutions to enable the grant of planning permission for 89% of applications;
- 2 Publication of the Draft West Somerset Local Plan (Jan 2015);
- 3 Continuity of service delivery during a period of major staffing changes.

Looking Forward to 2015/16

Key Challenges for the service during 2015/16

In 2015/16 the key challenges facing the service are:

The Challenge
1. Maintaining levels of service with fewer staff
2. Staff working across two authorities with two systems, local plans etc.
3. Providing on demand service at all times from two bases.
4. Dealing with Strategic sites in an comprehensive way ahead of the Local Plan
5. IT Integration
6. Managing staff through period of significant change

Section 2 – Key Actions / Areas of Focus and Improvement

The following are the key areas of attention for 2015/16 (in no particular order):

Ref No	Service Priority
001	To identify and deliver additional savings/efficiencies over and above those emanating from the shared services business case;
002	Join two sets of staff together into a single shared service;
003	Continue to manage day to day operation of the council during a significant period of change
004	Refresh policies and procedures including Business Continuity Plans - standardising wherever possible
005	Maintain and build relationships with elected Members
006	To deliver the West Somerset Local Plan in accordance with the timetable set out in the Local Development Scheme

Section 3 – Performance Measures

WSC

Ref	Description	Target
KPI 90A	% major planning applications determined within 13 weeks (or within agreed extension of time)	60%
KPI 90B	% minor planning applications determined within 8 weeks	80%
KPI 90C	% of other planning applications determined within 8 weeks	95%
KCI 86	% of customers satisfied with the service received	85%

- Progress of Local Plan against Local Development Schedule
- Target income vs actual income

Section 4 – Resources Available

Budgets for 2015/16 - TDBC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

Budgets for 2015/16 - WSC

NOT AVAILABLE UNTIL BUDGET APPROVED / FEB 15

People (Staff Resource)

The total available staff resource within Corporate Services is shared between West Somerset District Council and Taunton Deane Borough Council based upon ratios agreed as part of the Joint Management and Shared Services project (JMASS).

FINANCE PROVIDING THIS INFORMATION BASED UPON TIER 4/5 AND TIER 6 REPORTS / SPLITS

Section 5 – Strategic Risk

Below is a summary of the key risks that could affect the service in 2015/16.

Risk	Cause	Effect / Consequence
Risk of appeals being allowed	Lack of 5 year land supply	Unplanned development, costs
Risk of land slippage of Local Plan	Work needed on Evidence Base	Unplanned development
Risk of increase Complaints or Maladministration	Reduced resource and changes to working procedures	Reputation and costs
Failure in performance	Reduced resource and changes to working procedures	Reputation and intervention
Failure of Local Plan to be approved by Planning Inspectorate	Further work required to complete evidence base	Unplanned development as a result of policy vacuum and increased cost to authority in preparing new plan as well as reputational damage.



2015/16

Plan for New Nuclear Programme Team

V3.2

**New Nuclear Programme Manager:
Andrew Goodchild**
Director: Brendan Cleere

Document Title:	New Nuclear Programme Team Service Plan 2015/16
Author:	Andrew Goodchild

Approval Path for this plan:

Director	
Portfolio Holder(s)	
Corporate PAG	16 December 2014
Scrutiny	15 January 2015
Cabinet	March 2015

Version Control:

Version Number	Purpose/Changes	Author	Date
1	Initial Draft for discussion at JMT	Andrew Goodchild	27.11.14
2	Comments received by NNP Team	Andrew Goodchild	5.12.14
3	Page numbering and formatting		8.12.14
3.1	Version submitted to Corporate PAG for comment	Andrew Goodchild	8.12.14
3.2	SWOT deleted	Andrew Goodchild	21.12.2014

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Section 1 – Part A

Introduction

Welcome to the **New Nuclear Programme Team** 2015/16 service plan.

The lead Members for this service are:

WSC Lead Member - Cllr Chris Morgan
All Other WSC Lead Members

Purpose of the Plan

This plan identifies the key priorities and actions for the New Nuclear Programme Team for the 2015/16 financial year. It identifies the resources that will be deployed towards achieving these priorities and demonstrates clear links from the WSC **Corporate Plan** to the service. It ensures the service is accountable for its activities in support of Corporate Aims and Objectives through clearly defined performance measures. The Plan also documents how the service will contribute towards corporate and cross cutting issues such as risk management, equalities impacts, and corporate governance actions.

It has been developed taking into account:

- Corporate Strategy Aims
- Service Aims
- Statutory duties
- Corporate Governance and Risk Management Action Plans
- Equalities Impact Assessments
- Previous achievements and future challenges.

It matches all the service and corporate requirements with budgeted resources to produce a robust and realistic plan of action for the service in 2015/16.

An effective service plan provides a solid foundation, keeping priorities and principles firm even in times of change.

How it will be used

The Service Plan will be delivered through Operational Plans for each area of the Service. This will provide a clear structure from which individual officers' objectives can be set and progress reviewed through the employee performance review process and regular work planning and line management meetings.

Monitoring the Plan

The Service Plan represents an important element of West Somerset District Council's and Taunton Deane Borough Council's corporate planning framework. They are key in developing the "golden thread" from the Corporate Plans and the Council's Transformation Programme to the operational day-to-day activity of teams.

- Progress against Key Performance Indicators as well as actions in support of the Corporate Plan will be reported **quarterly** to WSC Scrutiny and to Cabinet as well as to TDBC Corporate Scrutiny and the Executive.
- Performance will also be reviewed **quarterly** by JMT.
- The New Nuclear Programme Manager will meet **monthly** with the relevant Portfolio holder.
- The New Nuclear Programme Manager will meet with the Director **monthly**.
- Individual performance objectives are set **annually** and reviewed at least **twice a year**
- Managers will meet with their staff individually **monthly** for a 1-2-1 for a review
- Each team within the service will meet **monthly**.
- Quarterly performance reports will be published on the Council's website.
- Progress against key activity within the programme will be reviewed **quarterly** at the Hinkley Policy Advisory Group
- Performance of all four key partners will also be reviewed **quarterly** with EDF Energy, Sedgemoor District Council and Somerset County Council at the Delivery Steering Group which oversees the delivery of all activity associated with the Hinkley Point C development with any critical issues reviewed **monthly** or in exceptional circumstances at specially arranged meetings.

Summary of the main services the team deliver

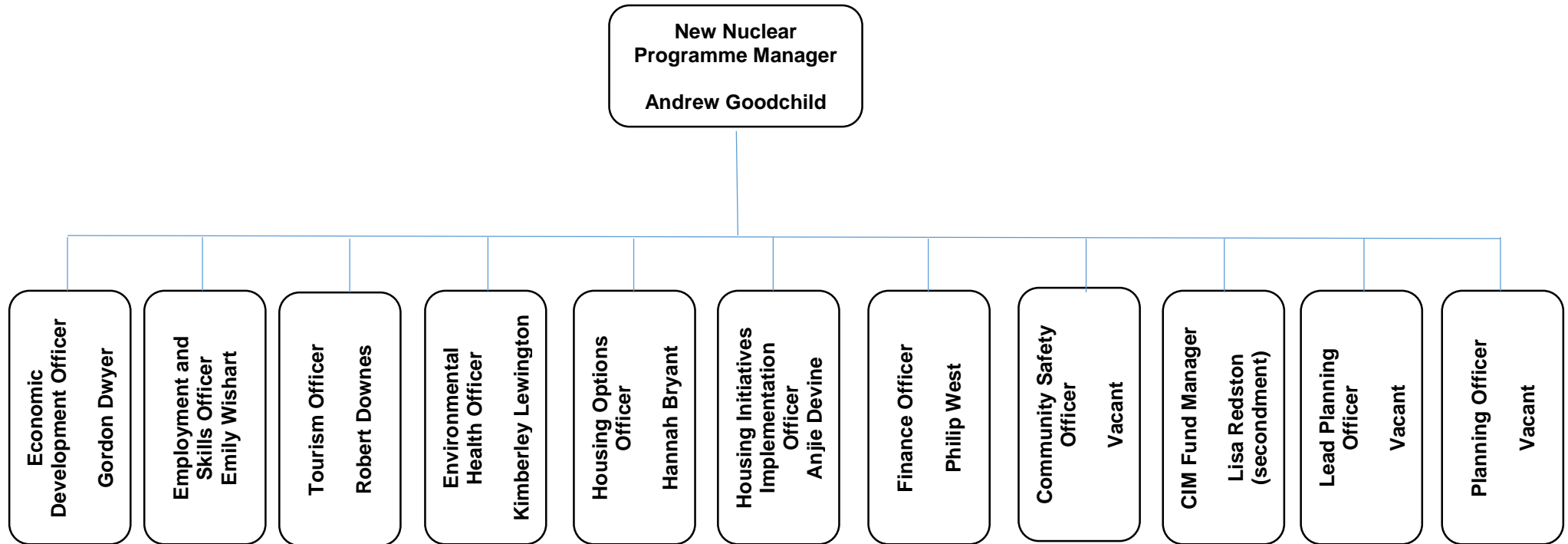
To coordinate and lead on the delivery of all Key Tasks and Actions relating to the delivery of the Hinkley Point Corporate Priority.

The team is responsible for:

- Meeting the targets set out in the Service Level Agreement and the Section 106 agreements that the Council has entered into with EDF Energy in relation to its development project at Hinkley Point C for a new nuclear power station;
- Considering submissions made by EDF Energy to discharge a range of complex planning conditions, planning obligations, development consent requirements and development consent obligations pursuant to the planning permission for site preparation works, the development consent order and the related Section 106 Agreements relating to the development at Hinkley Point C;
- Operating of the Planning Obligations Board for Hinkley Point who consider submissions for funding from the Community Impact Mitigation Fund, the Housing Fund and the Economic Development Fund;
- Ensuring robust financial and programme management is in place to ensure that contributions received are spent appropriately;
- Helping to maximise the opportunities for local community organisations and groups to access funding;
- Helping to maximise the opportunities presented by the project for local businesses by working in partnership to develop supply chain opportunities, facilitate necessary accreditation and support collaboration between businesses;
- Working in partnership to develop opportunities for local people to access training and employment that will arise as a result of the project and activity within the supply chain;
- Developing and delivering measures to ensure that the tourism economy within the District is promoted and continues to thrive while the development takes place
- Ensuring that the housing supply within West Somerset is increased to mitigate the extra demands that will occur as a result of the project;
- Making sure that the development at Hinkley Point is carried out in accordance with the approved plans and ensuring that the council actively monitors the development and responds to any complaints received in a timely and sound manner;
- Delivering measures by working with partners to positively respond to opportunities to enhance the environment in the affected communities; and
- Ensuring that measures are in place to promote community cohesion between the host community and non-home based workers.

Team Structure

The structure and business case for the New Nuclear Programme Team has not been presented for Approval by Members as its introduction is dependant on the receipt of further payments from EDF Energy pursuant to the Development Consent Order Section 106 agreement. Until then the Hinkley Funded Officers continue to 'sit' within the respective teams but report to the NNPM who is leading the delivery of the programme and is the responsible JMT owner for the targets set out within the Corporate Plan and this service plan. The existing 'structure' is set out below – this will be replaced once the new structure is in place.



Service Contact Details

Name	Position	Telephone	Email
Andrew Goodchild	New Nuclear Programme Manager	01984 635245	agoodchild@westsomerset.gov.uk
Gordon Dwyer	Economic Development Officer	01984 635219	gdwyer@westsomerset.gov.uk
Emily Wishart	Employment and Skills Officer	01984 635221	ewishart@westsomerset.gov.uk
Robert Downes	Tourism Officer	01984 635249	rdownes@westsomerset.gov.uk
Kimberley Lewington	Environmental Health Officer	01984 635298	klewington@westsomerset.gov.uk
Hannah Bryant	Housing Options Officer	01984 635201	hbryant@westsomerset.gov.uk
Anjie Devine	Housing Initiatives Implementation Officer	01984 635228	adevine@westsomerset.gov.uk
Philip West	Finance Officer	01984 635374	pwest@westsomerset.gov.uk
Lisa Redston	CIM Fund Manager	01984 635218	lredston@westsomerset.gov.uk
Vacant	Community Safety Officer	All C/O Andrew Goodchild	
Vacant	Lead Planning Officer		
Vacant	Planning Officer		

Looking Back on 2014/15

Key Achievements during 2014/15

In 2014/15 the key achievements were:

- The successful launch of the Community Impact Mitigation Fund and processing of applications via the Planning Obligations Board, Cabinet and Council with £187,000 of funding released for projects based in West Somerset
- Successful development and implementation of the Tourism Action Plan – the Hinkley Tourism Action Partnership was reactivated in April 2014. The framework for the HTAP Strategy was agreed, and consulted upon with the wider Industry and Members. The Strategy and Action Plan was signed off in January 2015. Early actions delivered include, funding for the Tourism monitoring survey (as identified within the S106) agreed and commissioned. 'Emergency' support for Watchet tourism businesses (to mitigate against the Washford X works) in place.
- Economic Development - Business collaboration activity helped to support Somerset Larder gain a significant HPC Contract. Business data and research has been collected and segmented to target sector business support. The funded business mentoring scheme has transitioned into a volunteer run social enterprise 'Cornerstone Mentoring'. Significant support has been provided to help maintain the resilience of our key town / village centres, including activity delivered by the National Skills Academy for Retail as well as local initiatives including 'Shop Local' Schemes.
- Skills and Outreach – The 2014/15 performance targets for supporting individuals into employment / training and voluntary work have been exceeded. External funding to support activity has been successfully bid for from Locality (Our Place) and the Department for Work and Pensions. A very wide range of activity has been delivered which includes Community Learning Projects / joint work with the Fire & Rescue service, Skills Roadshows / Job Fairs / Journey to Employment events and Community IT.
- The development and approval of the joint Housing Funding Strategy along with initial bids for allocations all approved resulting in plans for 500 bed spaces delivered in West Somerset
- Successful completion and adoption of the West Somerset Leisure Strategy and successful completion of the Victory Hall and village facilities feasibility study in Stogursey Parish
- Completion, within the specified timescales, of all planning, environmental health and finance related requirements of the Section 106 agreement

Public Consultation & Customer Feedback/Intelligence

Programme Team Officers continue to attend and deliver input into a wide range of community and business based groups. No adverse commentary has been received from any user group and positive responses to input are often provided. Key groups include EDF Energy's Community Forum, Main Site Forum, Transport Forum, Stogursey Parish Council, WSC Area Panels, Hinkley Strategic Delivery Forum (and theme groupings within that for Skills and Employment & training / Supply Chain development / Housing), the Somerset Nuclear Energy Group, Delivery Steering Group, Planning Obligations Board, Transport Steering Group, Emergency Services and Local Authority Group, Health Task and Finish Group, EDF Employment & Skills Operational Group, Education Inspire Group, Local Supply Chain Engagement Forum and Hinkley Tourism Action Partnership.

Looking Forward to 2015/16

Key Challenges for the service during 2015/16

In 2015/16 the key challenges facing the service are:

The delivery of a balanced structure which meets community aspirations and the requirements of the Section 106 agreement and a sound business plan which matches expenditure with the receipt of contributions from the Section 106 agreement, maintains continuity in key posts and ensures that the programme team does not place any additional burden on WSC's general fund
Continued roll out of the CIM Fund and particularly the support and development of West Somerset based projects
Continued requirement to lobby Government via the HSDF to ensure that adequate and flexible funding comes on stream (via the LEP, or directly) to support small businesses with the training and accreditations they require to access the supply chain.
The Development Consent Order Section 106 agreement does not contain a budget for employment and skills support, so restricted resources will impact on the capacity for effective delivery.
The effective delivery of tourism initiatives will continue to rely on robust and harmonious partnership working via the HTAP, and for all members to take responsibility for sharing the work load. External funding will need to be levered in to ensure that the HTAP Action Plan delivers its key outputs.
Implementation of the initiatives from the approved Hinkley Housing Funded Strategy
Delivery of leisure projects to support the health and wellbeing of affected communities and residents of West Somerset
Delivery of all obligations placed on the Council regarding planning, environmental health and finance via the Section 106 agreement
Responding positively to complaints received and continuing to work with, understand and support affected communities

Section 2 – Key Actions / Areas of Focus and Improvement

In addition to day to day 'business as usual' responsibilities the following are the key areas of attention for 2015/16:

Ref No	Service Priority
001	Maintain and build relationships with elected Members – particularly any new Members post May 2015.
002	Responding positively and in a timely way to complaints from the community about the Hinkley Point C development
003	Providing accurate and well evidenced financial reports in accordance with the requirements of the Section 106
004	Providing well evidenced, quarterly reports to Hinkley PAG; the Delivery Steering Group; Cabinet; and Scrutiny Committee

Section 3 – Performance Measures

WSC Corporate Plan – Priority 2 – Objective 3:			
Communities in West Somerset can access and understand the process for accessing funding opportunities provided for by the development at Hinkley Point and are supported in delivering funded projects and initiatives			
Key Task	Ref	Key Action	Target
3.1 To explain and publicise to the West Somerset community the process for communities and organisations to access and bid for funding, maximising the potential investment in West Somerset from Hinkley Point related funding	3.1.1	To maintain and update the CIM Fund pages of the Councils Website including Forms, the Funding Strategy, FAQ's, Guidance Notes and the principles for the operation of the Planning Obligations Board	On-going
	3.1.2	To ensure that general enquires regarding the CIM Fund are answered within 10 working days	95%
	3.1.3	To ensure that potential applicants are offered advice within 10 working days of submitting an Expression of Interest Form	90%
3.2 To improve the community's understanding of the funding available from WSC and Somerset Community Foundation through the delivery of a communications strategy	3.2.1	To deliver a rolling programme of events and announcements to promote the CIM Fund within West Somerset	On-going
	3.2.2	Work with the Planning Obligations Board to approve some case study examples of projects which have received funding to improve the understanding of the funding available and what it can be used for	On-going
3.3 To support the community during the bidding process, maximising the number of successful bids and potential investment in West Somerset	3.3.1	To work with key affected communities to identify priorities for funding, along with identifying and help source match funding, for presentation to the Planning Obligations Board	On-going
	3.3.2	Support appropriate bids from communities in West Somerset if they are compliant with the criteria set out in the s106 legal agreement for funding at the bi-monthly Planning Obligations	On-going

		Board meetings and vote in favour, present recommendations from the bi-monthly Planning Obligations Board meeting to Cabinet / Council for approval	
	3.3.3	Quarterly updates to the West Somerset Voluntary Sector Forum. Four articles in Community Matters newsletter	On-going
3.4 By March 2016 to deliver a programme of investment within West Somerset for the leisure funding provided directly to the council from the development at Hinkley Point	3.4.1	Working with SASP and Sport England identify and secure match funding opportunities for the leisure contributions and submit proposals to the WSC Planning Obligations Group	On-going
	3.4.2	Present funding allocations to Cabinet / Council for approval	Sept 16 onwards
WSC Corporate Plan – Priority 2 – Objective 4:			
The economic opportunities that arise from the development and associated activities are maximised			
Key Task	Ref	Key Action	Target
4.1 Work with key partners and EDF Energy to support businesses to gain economic benefits from the development in terms of contracts awarded to local suppliers, as well as helping to make businesses more resilient in terms of any displacement and leakage of staff.	4.1.1	Provide bespoke business support activity to build the capacity and capability of businesses to realise the opportunities offered by the Sites Services requirement of the HPC Project. To include encouraging collaboration and upskilling of existing staff.	Number of businesses attended training events of min 2 hours duration - 75 Number of new businesses registered on Supply Chain Portal - 20
	4.1.2	Provide bespoke support for businesses to become more resilient in respect of dealing with the effects of displacement of activity or staff to the HPC development. To include Improving the quality of their offering and upskilling and development of current employees.	Number of individuals accessing specific business support programmes

			on a 1:1 basis - 50
	4.1.3	Diversify the local economy and build additional resilience by supporting the key sectors of niche specialist manufacturing / creative Industries/ food & drink and retail.	Number of business collaborations - 5
	4.1.4	Continue to build and develop relationship with the Heart of the South West LEP to understand and exploit funding opportunities via Hinkley Strategic Delivery Forum, Senior Economic Development Officers Group and 1:1 opportunities	Funding bids considered and submitted as appropriate
4.2 Work with key partners and EDF Energy to provide suitable access to skills, training and employment opportunities to benefit local residents and ensure that local businesses have the access to the skilled workforce that they require	4.2.1	Address identified skills gaps and raise attainment levels through delivering packages of support to ensure that individuals are suitably skilled for work and are able to make the most of job opportunities.	Number of skills initiatives delivered - 8
	4.2.2	Raise aspirations and improve motivation through developing knowledge of local employment and training opportunities and associated progression routes. Identify specific training needs and seek to deliver within the locality.	Number of initiatives delivered - 8
	4.2.3	Address identified barriers which are restricting individual's access to employment and training opportunities. Provide access to mentoring, training and employment opportunities to support those furthest away from the labour market.	Number of people reached – 300 Number of people into employment - 15
4.3 Work with tourism partners to mitigate the negative effects of the development and take advantage of any opportunities created.	4.3.1	Work with Hinkley Tourism Action Partnership to commission and deliver the following requirements of the S106 Agreement (1) Tourism Monitoring Surveys (2) Visitor Management & Travel Plan	Number of tourism surveys undertaken - 2

			Number of businesses directly communicated with visitor management information - 500
	4.3.2	Work with the Hinkley Tourism Action Partnership to deliver the key activity / actions identified within the HTAP Action Plan for 2015/16	<p>Number of marketing and promotional initiatives delivered - 5</p> <p>Number of initiatives delivered promoting day visits - 4</p> <p>Number of initiatives delivered promoting week-end visits - 4</p>
	4.3.3	Deliver capacity building support for the Tourism Industry (via key Organisational groupings and networks) and identify and bid for external funding streams to add value to this activity.	<p>Number of business support initiatives delivered - 8</p> <p>Number of business collaborations - 4</p>
WSC Corporate Plan – Priority 2 – Objective 5:			

The availability of housing supply within West Somerset is increased to mitigated the extra demands linked to Hinkley Point workers

Key Task	Ref	Key Action	Target
5.1 Using the Hinkley Point Housing Fund to provide additional bed spaces in the West Somerset area by 31st Mar 2016	5.1.1	To submit detailed bids to the Planning Obligations Board, Cabinet and Council (as necessary) to draw down Section 106 funding to deliver a range of initiatives outlined in the approved Hinkley Housing Funding Strategy	On-going
	5.1.2	Facilitate the delivery of 30 bed spaces by housing associations in priority areas through Implementation of their Downsizing Policies.	Mar 2016
	5.1.3	Facilitate the delivery of 50 bed spaces by private developers using the enabling fund within the Hinkley Section 106 agreement	Mar 2016
	5.1.4	Provide empty property grants and advice to deliver 5 bed spaces through bring properties back into use	Mar 2016
	5.1.5	Provide 4 first time buyer loans to supplement tenants savings thereby freeing up private/social rented properties	Mar 2016
	5.1.6	Facilitate the delivery of 100 bed spaces through the landlord and tenant services scheme	Mar 2016

WSC Corporate Plan – Priority 2 – Objective 6:
 The development at Hinkley Point is carried out in accordance with approved plans and ensuring that the Council actively monitors the development and responds to any complaints received in a timely and sound manner

Key Task	Ref	Key Action	Target
6.1 Establish and maintain thereafter a programme of site visits to Hinkley Point and associated development sites to ensure that the development is carried out in accordance with the approved plans	6.1.1	To make at least one planned / un-planned visit to Hinkley Point and associated development sites every 2 months	On-going
	6.1.2	To monitor compliance with planning conditions / requirements and obligations through regular meetings / observations	On-going
	6.1.3	Investigate and respond proactively to complaints received in relation to the development being carried out at Hinkley Point within 10 working days	On-going

6.2 To monitor and publicise Noise and Air Quality Data on the Councils website to enable communities affected to access data and, following the agreed complaints procedure, to respond appropriately to issues which arise from development activity.	6.2.1	To make at least one planned / un-planned visit to Hinkley Point and associated development sites every 2 months	On-going
	6.2.2	To publish noise and air quality data on the Councils website within 10 working days of receiving the information	On-going
	6.2.3	Investigate and respond proactively to complaints received in relation to the development being carried out at Hinkley Point within 10 working days	On-going
6.3 Work with partners to implement a range of community safety initiatives raising awareness of the development project, its potential impacts and preventative measures.	6.3.1	Once HPC funding is in place and officer resources all to deliver a range of projects that ensure the community are aware of the impacts of the new build and identify measures to mitigate those impacts: <ul style="list-style-type: none"> • Regular engagement with emergency services to identify opportunities for collaborative working • Organise partnership meeting to identify opportunities for shared or supportive working 	On-going
	6.3.2	To take an active role in the ESLAG (emergency Services And Local Authorities Group) along with engagement with EDFE through regular one-to-ones	On-going
WSC Corporate Plan – Priority 2 – Objective 7:			
Minimise the effects on the environment by working with partners to positively respond to opportunities to enhance the environment in the affected communities using secured funding within Section 106 agreements are mitigated			
Key Task	Ref	Key Action	Target
7.1 Develop a programme of investment within West Somerset for the ecology funding provided directly to the council from the development at Hinkley Point	7.1.1	Using data supplied from EDF Energy develop a range of sites suitable for the provision of ecology mitigation	TBC
	7.1.2	Present funding allocations to WSC Planning Obligations Group / Cabinet / Council for approval	TBC
7.2 To actively work with Somerset County Council to ensure that they develop a clear programme of investment within West	7.2.1	Work with SCC and partner organisations such as AONB service to understand and, where appropriate, influence funding allocations to	On-going

Somerset for the contributions where the County Council is the initial recipient from the development at Hinkley Point.		ensure that mitigation is delivered in favour of affected communities in West Somerset	
	7.2.2	The Delivery Steering Group (WSC, EDF, SDC & SCC) monitor SCC spend and outcomes in West Somerset area to ensure that communities most affected receive funding as appropriate	On-going

Section 4 – Resources Available

Budgets for 2015/16 - WSC

The structure and business case for the New Nuclear Programme Team has not been presented for Approval by Members as its introduction is dependant on the receipt of further payments from EDF Energy pursuant to the Development Consent Order Section 106 agreement. Until then the Hinkley Funded Officer continue to 'sit' within the respective teams but report to the NNPM who is leading the delivery of the programme and is the responsible JMT owner for the targets set out within the Corporate Plan and this service plan.

People (Staff Resource)

The structure and business case for the New Nuclear Programme Team has not been presented for Approval by Members as its introduction is dependant on the receipt of further payments from EDF Energy pursuant to the Development Consent Order Section 106 agreement. Until then the Hinkley Funded Officer continue to 'sit' within the respective teams but report to the NNPM who is leading the delivery of the programme and is the responsible JMT owner for the targets set out within the Corporate Plan and this service plan.

Section 5 – Strategic Risk

Below is a summary of the key risks that could affect the service in 2015/16. These risk are those which the service have scored as 15 or higher within the service risk register:

Risk	Cause	Effect / Consequence
Inability to deliver a structure which meets community aspirations and the requirements of the Section 106 agreement within the context of a sound business plan which matches expenditure with the receipt of contributions from the Section 106 agreement, maintains continuity in key posts and ensures that the programme team does not place any additional burden on WSC's general fund	Due to the fact that the structure and business case for the New Nuclear Programme Team has not been presented for Approval by Members as its introduction is dependant on the receipt of futher payments from EDF Energy pursuant to the Development Consent Order Section 106 agreement	Results in lack of clarity over timing of payments due to be received resulting in uncertainty for staff and uncertainty over when to launch projects and initiatives. Also leads to current vacancies in key, front line posts (CIM, planning and community safety)

SCRUTINY COMMITTEE – WORKPLAN 2014/15

2015 15 January	12 February	12 March	16 April	May (provisional, date not yet set)	June	July	August	September	October
Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points	Notes of key Cabinet Decisions/Action Points
Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan	Cabinet Forward Plan
	JMASS Update – Post Tier 6	GP Out of Hours – Attendance by Somerset Clinical Commissioning Group Reps				Discretionary Grant SLAs			
Service Plans – 2016-2017	Interim Report – Secondary Education in West Somerset								
Financial Standing and MTFP 2015/16-2017/18	GP Out of Hours – Written Update								
Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review	Scrutiny Committee Workplan Review			

Items to be scheduled in timetable – GP Out of Hours Provision (New Arrangements) – Somerset CCG available to attend March meeting to update on new arrangements

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

Work Programme – Selection of Items – Progress and Update

Suggested Topic & Issue	Suggested way forward
<p>Secondary Education in West Somerset –</p> <p>Review of the recent process undertaken by SCC to change the secondary education framework in WS.</p>	<p>Discussed at agenda setting meeting 28th July, 2014.</p> <p>Scrutiny Officer to investigate possible invitation to SCC officer to attend a future scrutiny meeting to explain educational framework in WS and review of the recent exercise to change the secondary education age ranges.</p> <p>Update Scrutiny Meeting 7th August 2014</p> <ul style="list-style-type: none"> • Suggested that local academies should be scrutinised along with exam results benchmarked against national tables and judge whether West Somerset pupils are getting good value in the education sector. • Members requested that the WSCC be invited to scrutiny for discussions as to how they aim to address their funding gap in future years. It was proposed that this item be included on the agenda for the December meeting with College and SCC representatives invited to attend. <p>Update Scrutiny agenda setting meeting – 1st September</p> <p>It was considered that to fully understand the issues surrounding this topic that the best approach would be to set up a scrutiny task and finish review group so that a focused enquiry could be carried out and to ensure that the appropriate witnesses would have the opportunity to contribute to the review.</p> <p>Nominations from interested Scrutiny Members to be part of the review shall be considered at the scrutiny meeting on the 11th September as part of the work plan item.</p> <p><u>Update 11th September</u> <i>At the Scrutiny Committee meeting of 11th September Members agreed to set up a task and finish group to take the topic forward.</i></p> <p><u>Update 16th October</u> <i>The Task & Finish Group have requested information from WSCC & SCC as part of their investigations. A meeting with representatives from SCC provisionally scheduled for the 10th December.</i></p>
<p>Voluntary Sector – Update report from organisations currently receiving a grant from WSC</p>	<p>Members are asked to consider whether they would like an item concerning updates from the remaining voluntary sector organisations that the Council supports. Scrutiny Committee have received an update from the QHAONB and an update is scheduled for Engage WS to attend the October meeting.</p>

	<p>The update would take the form of a written report from officers as opposed to presentations from the individual organisations.</p> <p><u>Update 11th September</u> <i>At the Scrutiny Committee meeting of 11th September Members agreed to receive a report for their November meeting providing an update from the voluntary sector partners currently receiving a grant from the Council.</i></p> <p><u>Update 16th October</u> Report to be considered at 1st December Scrutiny meeting</p>
<p>Minehead Rhynes and Waterways – roles and responsibilities</p>	<p>This item was scheduled for the October meeting. Officers have been unable to complete the necessary investigations concerning the responsibilities that the district council hold in relation to this matter and have requested that the item is carried over to a later meeting. Officers have also requested that the item be considered by the Environment PAG prior to a report to the Scrutiny Committee.</p> <p><u>Update 11th September</u> At the Scrutiny Committee meeting of 11th September, Members agreed that the item be considered by the Environment PAG before being considered by the Scrutiny Committee.</p> <p><u>Update 16th October</u> A report concerning this issue will be considered by Environment PAG on the 12th November and Scrutiny Committee on the 1st December.</p>
<p>Update reports from WSC representatives on outside bodies</p>	<p>Suggestion that Scrutiny Committee could ask for an update report where an annual update has not been previously received by any Committee or PAG.</p> <p>The topic was discussed at the agenda setting meeting on 6 October. It was suggested that the Scrutiny & Performance Officer would bring together a report for the December meeting detailing the current process to enable Members to consider whether this is adequate and whether any improvements could be recommended.</p> <p><u>Update 16th October</u> Scrutiny Officer to identify outside body organisations where an annual report has not been received and report to Scrutiny Committee.</p>
<p>GP Out of Hours Provision – Consideration of new service provision for West Somerset</p>	<p>Discussed at agenda setting meeting 28th July, 2014.</p>

	<p>Scrutiny Officer to write to Somerset CCG with an invitation to future meeting to provide clarification of new arrangements.</p> <p><u>Latest Update</u> Somerset CCG have confirmed that the preferred bidder decision will be made at the December Governing Board meeting. Start date of the new service will be June 2015.</p> <p>Ann Anderson, Director of Clinical Commissioning confirmed attendance at the March Scrutiny meeting to update members of new arrangements.</p>
<p>JMASS update (post Tier 6 implementation)</p>	<p>Suggestion submitted by Shirlene Adam, Director of Operations Discussed at agenda setting meeting 3rd November – proposal that this item to be scheduled for February meeting subject to Committee approval. Agreed at the Scrutiny Committee meeting 13 November that this item to be scheduled for February.</p>
<p>Transformation Award Funding</p>	<p>Suggestion submitted by Cllr K Ross Discussed at agenda setting meeting 3rd November – proposal that this item to be scheduled for February meeting subject to Committee approval. Agreed at the Scrutiny Committee meeting 13 November that this would be incorporated into the item concerning the JMASS update for February.</p>