

The Council's Vision:

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

SCRUTINY COMMITTEE

Meeting to be held on Monday 20 January 2014 at 3.30 pm

Council Chamber, Williton

AGENDA

1. Apologies for Absence

2. Minutes

Minutes of the Scrutiny Committee held on 16 December 2013, 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 8 January 2014 – **SEE ATTACHED.**

6. Cabinet Forward Plan

To review the latest Cabinet Forward Plan for the months of February, March and April, published on 9 January 2014 – **SEE ATTACHED.**

7. Scrutiny Committee Work Plan

To review and scope items for the Scrutiny Committee Workplan for 2013/2014 – **SEE ATTACHED.**

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8. 2015/16 Council Tax Rebate Scheme Consultation

To consider Report No. WSC 5/14, to be presented by Councillor D J Westcott, the Lead Member for Community and Customer - **SEE ATTACHED.**

The purpose of this report is to inform Scrutiny Committee of the options modelled to incentivise work and encourage people to remain in employment, and seek their recommendations with regards to which should be used as a basis of consultation with the public.

9. Financial Standing & Budget 2014/15

To consider Report No. WSC 8/14, to be presented by Councillor K Kravis, the Lead Member for Resources and Central Support - **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) and the processes involved in its drafting.

10. Draft 2014/15 Service Plans

To consider Report No. WSC 10/14, to be presented by Councillor Tim Taylor, Leader of the Council - **SEE ATTACHED.**

The purpose of the report is to provide the Scrutiny Committee with the opportunity of scrutinising the draft Service Plans for 2014/15 prior to their approval in the light of the refreshed Corporate Priorities agreed by Council.

11. Scrutiny Review of Asset Management

To consider Report No. WSC 12/14, to be presented by Sam Rawle, the Scrutiny and Performance Officer - **SEE ATTACHED.**

The purpose of the report is to outline the findings of the Task & Finish Group in relation to the review of Asset Management.

12. Cabinet Response to Scrutiny Recommendations: Section 106 & Planning Obligations Review

To consider Report No. WSC 11/14, to be presented by Sam Rawle, the Scrutiny and Performance Officer - **SEE ATTACHED.**

The purpose of the report is to set out Cabinet's response with regard to the recommendations of the Scrutiny Committee Task and Finish Group further to their attendance and observations of the meeting of the Planning Obligations Group on the 2nd September, 2013.

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.

The Council's Core Values:

- Integrity
- Respect
- Fairness
- Trust

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

Minutes of the Meeting held on 16 December 2013 at 3.30 pm

Present:

Councillor K J RossChairman
Councillor R P Lillis.....Vice-Chairman

Councillor M O A Dewdney
Councillor J Freeman
Councillor B Heywood

Councillor G S Dowding
Councillor P N Grierson
Councillor P H Murphy

Members in Attendance:

Councillor E May
Councillor T Taylor

Councillor D J Sanders

Officers in Attendance:

Executive Director (Interim) (A Dyer)
Monitoring Officer (B Lang)
Deputy Monitoring Officer (I Timms)
Section 151 Officer (S Campbell)
Scrutiny and Performance Officer (S Rawle)
Planning Manager (A Goodchild)
Administrative Support (H Dobson)

Also in Attendance:

Brendan Cleere, Strategic Director, Taunton Deane Borough Council (agenda item 8 only)

SC79 Apologies for Absence

An apology for absence was received from Councillor M J Chilcott.

SC80 Minutes

(Minutes of the Meeting of the Scrutiny Committee held on 18 November 2013 – circulated with the Agenda).

RESOLVED that the Minutes of the Scrutiny Committee held on 18 November 2013, be confirmed as a correct record.

SC81 Declarations of Interest

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

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

SC82 Public Participation

No members of the public requested to speak on any items on the agenda.

SC83 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 for 4 December 2013, be noted.

SC84 Cabinet Forward Plan

(Copy of the Cabinet Forward Plan published 5 December 2013, circulated with the agenda).

RESOLVED that the Cabinet Forward Plan published 5 December 2013, be noted.

SC85 Scrutiny Committee Work Plan

(Scrutiny Committee Work Plan, circulated with the Agenda).

Councillor P Murphy requested that an item to consult on the Council Tax Rebate Scheme for 2015/16 be considered by the Scrutiny Committee at its meeting in January 2014. This would ensure that the consultation could be included with the council tax bills due to be sent in February 2014 and would reduce the cost to the council.

The Corporate Manager confirmed that work had commenced on the report and consultation, and that the Scrutiny Committee's view would be welcomed.

Concern was raised that the Magna half yearly report had been removed from the Scrutiny Committee Work plan for December 2014. The Chairman responded that the report had been reported to area panels and that it might be more appropriate to report to the Housing PAG. The Committee would be able to scrutinise specific work issue/s should the need arise.

RESOLVED (1) that consultation on the Council Tax Rebate Scheme for 2015/16 be scheduled for the meeting of the Scrutiny Committee to be held on 20 January 2014.

RESOLVED (2) that the Scrutiny Committee Work Plan be noted.

SC86 Hinkley Point C Project – Resource Update

(Report No. WSC 1528/13, circulated with the Agenda).

On 25th January 2012 Council approved the allocation of funds from the Hinkley Point C Site Preparation Works (SPW) s106 Agreement, part of which related to the recruitment of various members of staff to fill stipulated positions. The purpose of the report was to provide members with an update on the re-allocation of these funds, as agreed with EDF Energy, to mitigate the impact of the on-going delay being encountered in work to deliver the project.

The Executive Director (Interim) presented the report and reviewed the events with regard to the delay in the commencement of Phase 2 work and the knock on effects relating to EDF funded staff. Since the agreement of the 'strike price' further meetings with senior staff of EDF were held and a way forward was agreed, for as long as possible for work to continue before EDF funded staff contracts came to an end. With the agreement of EDF the Council was spending the 106 money in a different way but with the same objective. Appendix A to the report sets out the EDF funded posts and results of the aforementioned discussions. EDF had a high regard for the current team in place.

The Executive Director was pleased that the Council were in a position to deliver its priorities due to the pragmatism and flexible approach from EDF and an excellent Hinkley team would help deliver the Hinkley corporate priority.

During the course of the debate the following points were raised/addressed:

- The Executive Director advised that with the agreement of the 'strike price' and positive discussions with EDF the council was able to employ the team up until the Hinkley works commenced. If the works did not start by December 2014 the Council would have to review the situation.
- In response to concern regarding 'state aid' delaying progress, the Planning Manager advised that the issue was not new and that he was confident that the matter would be satisfactorily resolved and that work would commence in the autumn of 2014.
- Concern that some EDF posts appeared not to be contributing to the project. The Executive Director confirmed that those posts had worked to benefit the council. A lot of preparatory work had been completed to put in place various projects that would allow the Council to start implementation of those projects as soon as the Hinkley work commenced.
- It was confirmed that the performance of the planning team had not dropped since the departure of the Deputy Planning Manager. Currently, the Planning Manager's involvement with Hinkley has reduced freeing up time to work more in development control and the service area. Once the Hinkley works commenced the authority would re-assess the impact.
- The general reserves would be adversely impacted should EDF cease contributions to existing staff; the extension of employment of Hinkley appointed staff would have no impact to the general reserves.

The Executive Director advised that throughout the year he had discussions with EDF and the Department of Energy and Climate Change and the Council

had been congratulated by the Secretary of State on the way that the Hinkley Point issue had been dealt with.

Councillor Grierson sought assurance that Cabinet had been kept informed and were aware of the financial risks as appropriate.

The Leader advised that assurance could be given in general and that information such as that contained in Appendix A, to the report, was an example of that which the informal cabinet would have been made aware of.

RESOLVED that the actions that have been taken and those proposed in order to maintain the Council's readiness to respond in an appropriate timely manner to mitigate the impacts that a recommencement of work on the development will have on local communities whilst continuing to meet the high level of expectations from EDF Energy and Central Government, be noted.

SC87 **Section 106 & Planning Obligations Task & Finish Group – Recommendations following attendance at Planning Obligations Group**

(Report No. WSC 166/13, circulated with the Agenda).

The purpose of the report was to report to Members of Scrutiny Committee, observations by the Members of the Task & Finish Group following their attendance at the September meeting of the Planning Obligations Group.

The Scrutiny and Performance Officer presented the report and advised that the recommendations of the report had arisen from the Task & Finish Group attending a Planning Obligations Group meeting held 2 September 2013.

In response to a question the Corporate Manager advised that he was confident that the recommendation at 3.2 of the report was already being taken on board.

Members were supportive of the suggestion that the Scrutiny Committee review the process to ensure the recommendation was working.

RESOLVED (1) that when considering project applications and the allocation of funding, consideration be given to as wide a range of project applications as is appropriate within the scope of the Section 106 agreement, and that the process be reviewed by the Scrutiny Committee in, approximately, six months' time.

RESOLVED (2) that it be noted that the Portfolio Holder for Resources and Central Support attends the Planning Obligations Group meetings as any subsequent reports are in their name and that it be recommended to Cabinet for approval that consideration be given to the Shadow Portfolio Holder also attending on a similar basis to ensure political balance and obviate the potential for the perception of any undue influence on the process by any individual Member.

SC88 **Asset Management Review - Progress Report**

(Report No. WSC 167/13, circulated with the Agenda).

The purpose of the report was to update the Scrutiny Committee on the progress of the review of Asset Management.

The Scrutiny and Performance Officer referred to the report and advised that the group would be holding a meeting with the portfolio holder before submitting their final report and recommendations to the Scrutiny Committee in January 2014.

Members wished to thank the Scrutiny and Performance Officer for her support and work throughout the year.

RESOLVED that the progress made by the Task and Finish Group on the Review of Asset Management, be noted.

The meeting closed at 5.00 pm.

DRAFT

DATE: 8 JANUARY 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, subject to amending the relevant contact officer details to reflect the new Joint Management Structure, the latest Forward Plan published 19 December 2013 be approved.	Assistant Chief Executive
Cabinet Action Plan (Agenda Item 6)	Agreed that CAB76 – Review of Financial Regulations be deleted as actioned as it was to be considered at the Council meeting to be held on 22 January 2014.	Assistant Chief Executive
Low Cost Home Ownership Scheme (Agenda Item 7)	Agreed (1) that it be recommended to Council that the proposal be accepted so that the mechanism for selling properties at Clanville Grange be amended and that a discount of 25% be applied. In line with other Low Cost Home Ownership properties secured across the District, their affordability in perpetuity will be secured by Covenant rather than a Deed of Pre-emption. Agreed (2) that it be recommended to Council to amend the Council's Low Cost Home Ownership Policy to take account of these changes.	Assistant Director Housing and Community
Somerset Strategic Housing Framework and West Somerset Action Plan (Agenda Item 8)	Agreed (1) that the Somerset Strategic Housing Framework (attached at Appendix A to the report) be endorsed for formal adoption by Council. Agreed (2) that the principles of the West Somerset Action Plan (attached at Appendix B to the report) be endorsed and it be noted that further enhancements to delivery may be made prior to submission to Council for adoption.	Assistant Director Housing and Community
Tobacco Declaration (Agenda Item 9)	Agreed that it be recommended to Council to wholeheartedly support the intentions of the Local Government Declaration on Tobacco Control and to continue working with the Health and Wellbeing Board to clarify detailed expectations and requirements to enable the document to be signed on behalf of the authority.	Assistant Director Housing and Community
Non Recovery of Debts in respect of SW Apprenticeship Company and Dunster Holdings Ltd (Agenda Item 10)	Agreed that the write off of an unpaid invoice for £13,024 and an unpaid Non Domestic Rates account of £14,542.31 be agreed. The Companies have either gone into administration or being wound up therefore no further recovery action can be taken and both debts are deemed uncollectable.	Assistant Director Resources

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---8-January-2014.aspx>

Date: 9 January 2014

Weekly version of Forward Plan published on 9 January 2014

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/14/2/01 18/01/2013	5 February 2014 By Councillor K V Kravis – Lead Member Resources & Central Support	Title: Annual Budget & Council Tax Setting 2014-15 Decision: to provide Members with all the information required for Council to approve the revenue budget and capital programme for 2014/15 for recommendation to Council.		No exempt / confidential information anticipated	Section 151 Officer
FP/14/2/02 18/01/2013	5 February 2014 By Councillor T Taylor – Leader of Council	Title: Draft Corporate Plan for 2014-15 Decision: to introduce the draft West Somerset Council Corporate Plan 2014/15 for recommendation to Council.		No exempt / confidential information anticipated	Chief Executive
FP/14/2/03 13/02/2013	5 February 2014 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 listing		No exempt / confidential information anticipated	Bruce Lang, Assistant Chief Executive 01984 635200
FP/14/2/04 4/07/2013	5 February 2014 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, Planning Manager 01984 635245
FP/14/2/05	5 February 2014	Title: Quantock Hills Area of Outstanding Natural Beauty		No exempt / confidential information anticipated	Angela Lamplough, Climate Change &

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
25/10/12	By Councillor A Trollope-Bellew – Lead Member for Environment - General	Management Plan 2014-19 Decision: To endorse the Management Plan as a cohesive means to safeguard the unique beauty and distinctive character of the Quantock Hills.			Community Liaison Manager 01984 635318
FP/14/2/06 18/01/2013 Page 10	5 February 2014 By Councillor K V Kravis – Lead Member Resources & Central Support	Title: Fees and Charges Decision: to propose levels of fees and charges for the period 1 April 2014 to 31 March 2015 (in some cases fee increases will be implemented earlier, this will be stated in the relevant sections of the report).		No exempt / confidential information anticipated	Section 151 Officer Page 10
FP/14/2/07 18/01/2013	5 February 2014 By Councillor K V Kravis – Lead Member Resources & Central Support	Title: Draft Capital Programme 2013-14 and Capital Strategy Decision: to present the draft Capital Programme 2013/14 and draft Capital Strategy for recommendation to Council.		No exempt / confidential information anticipated	Section 151 Officer
FP/14/2/09 10/12/2013	5 February 2014 By Councillor D Westcott – Lead Member for Community and Customer	Title: Supporting claims in work in the 2015/16 Council Tax Rebate Scheme Decision: to support council tax rebate claimant who are in work in the 2015/16 scheme		No exempt / confidential information anticipated	Paul Lamb, Principal Benefits Officer 01984 635224
FP/14/2/10 09/01/2014	5 February 2014 By Councillor K Mills –	Title: Allocation of Seaside Strategy Funding		No exempt / confidential information anticipated	Corinne Matthews, Economic Regeneration Manager

Forward Plan Ref / Date proposed decision published in Forward Plan	Date when decision due to be taken and by whom	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
	Lead Member for Regeneration and Economic Growth	Decision: to consider the allocation of £16,000 from the Seaside Strategy Funding			01984 635287
FP/14/3/01 1/03/2013	5 March 2014 By Councillor T Taylor – Leader of Council and Councillor K V Kravis – Lead Member Resources & Central Support	Title: Corporate Performance & Budget Monitoring Report 2013-14 – Quarter 3 Decision: to provide Members with an update on progress in delivering corporate priorities, performance of council services including budgetary information and customer satisfaction.		No exempt / confidential information anticipated	Bruce Lang, Assistant Chief Executive 01984 635200
FP/14/3/02 19/03/2013	5 March 2014 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 listing		No exempt / confidential information anticipated	Bruce Lang, Assistant Chief Executive 01984 635200
FP/13/3/03 4/07/2013	5 March 2014 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, Planning Manager 01984 635245
FP/14/4/01 19/03/2013	2 April 2014 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	Ian Timms, Assistant Director Business Development 01984 635271

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/14/4/02 19/03/2013	2 April 2014 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 listing		No exempt / confidential information anticipated	Bruce Lang, Assistant Chief Executive 01984 635200
FP/14/9/03 4/07/2013	2 April 2014 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, Planning Manager 01984 635245
FP/14/5/01 23/05/2013	7 May 2014 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 listing		No exempt / confidential information anticipated	Bruce Lang, Assistant Chief Executive 01984 635200
FP/14/5/02 4/07/2013	7 May 2014 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, Planning Manager 01984 635245
FP/14/6/01 23/05/2013	June 2014	Title: Cabinet Appointments on Outside Bodies Decision: to appoint representatives to serve on outside bodies for the period to the Annual Meeting in 2014 (except where specific periods are stated).		No exempt / confidential information anticipated	Bruce Lang, Assistant Chief Executive 01984 635200

Report Number: WSC5/14

Presented by: Councillor Dave Westcott – Lead Member for Community and Customer

Author of the Report: Paul Lamb – Principal Benefits Officer

Contact Details:

Tel. No. Direct Line 01984 635224

Email: pslamb@westsomerset.gov.uk

Report to a Meeting of: Scrutiny Committee

To be Held on: Monday 20th January 2014

Date Entered on Executive Forward Plan Or Agreement for Urgency Granted: 10 December 2013

2015/16 COUNCIL TAX REBATE SCHEME CONSULTATION

1. PURPOSE OF REPORT

To inform Scrutiny Committee of the options modelled to incentivise work and encourage people to remain in employment, and seek their recommendations with regards to which should be used as a basis of consultation with the public.

2 CONTRIBUTION TO CORPORATE PRIORITIES

2.1 There are no direct links for this report.

3. RECOMMENDATIONS

3.1 Scrutiny recommends to cabinet and council that the Authority consult for the period 24 February 2014 to Friday 23 May 2014 on possible change to the 2015/16 Council Tax Rebate scheme.

3.2 Scrutiny recommends to cabinet and council on which options should be used in any consultation.

4. RISK ASSESSMENT (IF APPLICABLE)

Risk Matrix

Description	Likelihood	Impact	Overall
Council incurs an unacceptably high-level of debt from claims in work because of people's inability to make the extra payments from the proposed scheme	5	3	15
<i>Consider options to amend the 2015/16 scheme. Agree an adopt a new scheme following consultation to reduce the risk</i>	4	3	12

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 At the meeting of Council on the 20th November, 2013, members expressed concern that debt levels for the current Council Tax Rebate (CTR) claimants who were in work were significantly higher than all other profiles.
- 5.2 There are many contributory factors to this higher level of debt. These include seasonal work, low pay levels, high travel costs etc.
- 5.3 Members requested that further work would be undertaken in the coming year to see if any adjustments would need to be made to the Scheme for 2015/16. Scrutiny committee agreed to deal with this request and review the approach to this issue to assist in a possible change to the scheme for 2015/16.
- 5.4 If any changes were to be made then these could be consulted on with residents when the council tax bills are issued for 2014 / 15. Scrutiny agreed to produce recommendations for cabinet and council to consider.
- 5.5 Members agree that it would be important to ensure that the scheme aims to incentivise work and encourage people to remain in employment. It was suggested that this should be used as one of the principles in carrying out the review.
- 5.6 There are two elements the Authority can change to help working claims. They are earnings disregards, and tapers. These are explained in paragraphs 5.7 to 5.13 below
- 5.7 Earnings disregards

This is an amount of money that is deducted from the claimant or partner's earnings when we calculate entitlement to Council Tax Rebate.

Our scheme currently allows the following earnings disregards:

- Single Person £10 per week
- Couple £20 per week
- Lone parent £37.50 per week
- Disabled or long-term sick £30 per week

The highest disregard that applies is deducted once only from the total earnings of the claimant and partner. So if the claimant has more than one job, or if the claimant and partner both work, the disregard is made to the combined earnings.

- 5.8 Example of single claimant in work:

Weekly Gross pay	£130.00
Income tax	-£12.50
National Insurance	-£7.50
Net pay	£110.00
Earnings disregard	-£10.00
Earnings used to calculate CTR	<u>£100.00</u>

5.9 Increasing earnings disregards will reduce the amount of the claimant's income that we take into consideration and therefore increase entitlement.

5.10 Tapers

Entitlement to Council Tax Rebate is assessed by comparing a claimant's actual income to the money they are allowed to cover their living expenses (called their "applicable amount"). These figures are set by the Department for Work and Pensions

If their income is less than their applicable amount they qualify for maximum eligible rebate. For working age claims this is 85% of their council tax liability less any non dependant deductions. For pension age claims it is 100% of their council tax liability less any non dependant deductions.

If the claimant's income is more than their applicable amount, the difference is called "excess income". The claimant qualifies for maximum eligible rebate (detailed above) less a percentage of their excess income. The percentage is called the taper. It is currently set at 20% for all claims.

5.11 If we follow on from the previous example, a taper would work as follows:

Weekly Council tax liability		£20.00
Single person discount		£5.00
Net weekly council tax liability		<u>£15.00</u>
Total weekly assessable income	£100.00	
Applicable amount	£71.70	
Excess income	£28.30	
Taper (20% of £28.30)		£5.66
Weekly CTR entitlement		<u>£9.34</u>

5.12 Reducing the taper will lessen the rate at which benefit is reduced if their actual income exceeds their applicable amount (the amount allocated for the basic living needs for the claimant and their family).

5.13 If we were to use a 10% taper, entitlement would increase to £ 12.17 per week.

Weekly Council tax liability		£20.00
Single person discount		£5.00
Net weekly council tax liability		<u>£15.00</u>
Total weekly assessable income	£100.00	
Applicable amount	£71.70	
Excess income	£28.30	
Taper (10% of £28.30)		£2.83
Weekly CTR entitlement		<u>£12.17</u>

Members are asked to consider the following six options and to select one to form the basis of any consultation bearing in mind the information outlined above

Option 1 - £50 disregard for all, tapers unchanged

This option will increase the earnings disregard to £50 for all claims. It will affect our working age caseload entitlement as follows:

			Pension Age - Passported	Pension Age - Non passported	Working Age Employed	Working Age Other	Totals
13/14 Annual Awards	£2,873,654.39	Number of claims	1,220	712	368	1,117	3,417
Estimated 14/15 awards	£2,921,221.24	Total weekly awards	£23,075.13	£9,992.26	£5,424.05	£16,619.74	£55,111.18
Budget	£2,941,702.00	Total annual CTS Awards	£1,203,203.21	£521,024.99	£282,825.46	£866,600.73	£2,873,654.39
Estimated 14/15 remaining	£20,480.76	Estimated Inflation	£10,828.83	£18,756.90	£10,181.72	£7,799.41	£47,566.85
Estimated 14/15 average award	£854.91	Estimated 14/15 awards	£1,214,032.04	£539,781.89	£293,007.18	£874,400.14	£2,921,221.24
Claims from overspend	24	Number increased					
		Average weekly increase					
		Number with no change					
Single	54	£3.66					
Lone parent	110	£2.23					
Children	110	£4.66					
Couple only	23	£3.84					
Disabled	21	£3.48					
Employed	259	£3.43					
Self employed	38	£4.13					

Option 2 - £40 disregard for single, £50 couple, £60 Lone parent and disabled, tapers unchanged

This will affect our working age caseload entitlement as follows:

	Pension Age - Passported	Pension Age - Non passported	Working Age Employed	Working Age Other	Totals
13/14 Annual Awards	1,220	712	368	1,117	3,417
Estimated 14/15 awards	£23,075.13	£9,992.26	£5,570.14	£16,933.72	£55,571.25
Budget					
Estimated 14/15 remaining	£1,203,203.21	£521,024.99	£290,443.01	£882,972.54	£2,897,643.75
Estimated 14/15 average award	£10,828.83	£18,756.90	£10,455.95	£7,946.75	£47,988.43
Claims from overspend	£1,214,032.04	£539,781.89	£300,898.96	£890,919.30	£2,945,632.18
13/14 Annual Awards	Number of claims				
Estimated 14/15 awards	Total weekly awards				
Budget	Total annual CTS Awards				
Estimated 14/15 remaining	-£3,930.18	Estimated Inflation			
Estimated 14/15 average award	£862.05	Estimated 14/15 awards			
Claims from overspend	-5	Number			
	Number increased	Average weekly increase	Number with no change		
Single	53	£3.38	546		
Lone parent	113	£3.52	303		
Children	110	£4.81	215		
Couple only	23	£4.28	120		
Disabled	21	£4.77	433		
Employed	261	£4.02	139		
Self employed	38	£4.10	104		

Option 3 - 10% taper and £50 disregard for all

This will affect our working age caseload entitlement as follows

	Pension Age - Passported	Pension Age - Non passported	Working Age Employed	Working Age Other	Totals
13/14 Annual Awards	1,220	712	368	1,117	3,417
Estimated 14/15 awards	£23,075.13	£9,992.26	£6,008.97	£16,619.74	£55,696.10
Budget	£2,941,702.00				
Estimated 14/15 remaining					
Estimated 14/15 average award	£864.16				
Claims from overspend	-13				
13/14 Annual Awards	£2,904,153.79				
Estimated 14/15 awards					
Total weekly awards					
Total annual CTS Awards					
Estimated Inflation					
Estimated 14/15 awards					
Number increased	1,214,032.04	£539,781.89	£324,604.56	£874,400.14	£2,952,818.62
Number with no change	£10,828.83	£18,756.90	£11,279.70	£7,799.41	£48,664.83
Number decreased					
Average weekly increase					
Average weekly decrease					
Average weekly change					

	Number increased	Average weekly increase	Number with no change	Average weekly decrease
Single	55	£4.15	544	
Lone parent	119	£4.91	297	
Children	112	£6.30	213	
Couple only	23	£4.83	120	
Disabled	21	£5.07	433	
Employed	267	£5.32	133	
Self employed	42	£4.99	100	

Option 5 - 7.5% taper and £50 disregard for all

This will affect our working age caseload entitlement as follows

	Pension Age - Passported	Pension Age - Non passported	Working Age Employed	Working Age Other	Totals
13/14 Annual Awards	1,220	712	368	1,117	3,417
Estimated 14/15 awards	£23,075.13	£9,992.26	£6,140.25	£16,919.74	£56,127.38
Budget					0
Estimated 14/15 remaining	£1,203,203.21	£521,024.99	£320,170.18	£882,243.59	£2,926,641.96
Estimated 14/15 average award	£10,828.83	£18,756.90	£11,526.13	£7,940.19	£49,052.05
Claims from overspend	£1,214,032.04	£539,781.89	£331,696.31	£890,183.78	£2,975,694.00

	Number increased	Average weekly increase	Number with no change
Single	55	£4.21	544
Lone parent	119	£5.53	297
Children	112	£6.74	213
Couples only	23	£5.03	120
Disabled	21	£5.72	433
Employed	267	£5.78	133
Self employed	42	£5.20	100

6. FINANCIAL/RESOURCE IMPLICATIONS

6.1 The financial implications for each proposal are as follows:

Caseload analysis						
	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Estimated 14/15 awards	£2,921,221.24	£2,945,632.18	£2,952,818.62	£2,972,188.94	£2,975,694.00	£2,978,123.58
Budget	£2,941,702.00	£2,941,702.00	£2,941,702.00	£2,941,702.00	£2,941,702.00	£2,941,702.00
Estimated 14/15 remaining	£20,480.76	-£3,930.18	-£11,116.62	-£30,486.94	-£33,992.00	-£36,421.58
Estimated 14/15 average award	£854.91	£862.05	£864.16	£869.82	£870.85	£871.56
Estimated 14/15 claims from overspend	24	-5	-13	-35	-39	-42

6.2 In January 2013, Council agreed to amend the discounts and exemptions awarded to raise a significant amount of additional council tax income and to use this money to fund the council tax localised support scheme to a more acceptable level of 85%. (Recommendation C93). The 2013/14 scheme is likely to be under budget so will not need the income generated by the council tax technical reform.

6.3 Options two to six are likely to be slightly over budget, and would therefore need a small part of the technical income generated by recommendation C93.

Estimated Income Generated By Council Tax Technical Reform			
	Discounts Granted		Additional
Discounts Awarded	2012 (before reforms)	2013 (after reforms)	Income Raised
Empty & Unfurnished	£268,640	£44,991	£223,649
Second Homes	£142,987	£466	£142,521
Long term empty premium			£36,183
6.4 Total Additional Income			£402,353

	Discounts Granted		Additional
Discounts Awarded	2012 (before reforms)	2013 (after reforms)	Income Raised
Empty & Unfurnished	£268,640	£44,991	£223,649
Second Homes	£142,987	£466	£142,521
Long term empty premium			£36,183
6.4 Total Additional Income			£402,353

6.5 A significant amount of officer time will be required to collate responses to the consultation and analyse the data. This may be an issue that requires addressing as a result of end of temporary contract, maternity leave and annual billing.

6.6 Quotations are currently being obtained. This cost will be funded from Government grants provided

7 SECTION 151 OFFICER COMMENTS

7.1 I agree the scheme can be changed providing the overspend is less than the income generated by Council Tax Technical Reform.

7.2 The most expensive of the options, option six may produce a shortfall of £36,421.58. The estimated technical reform income for 2013/14 is £402,352.76, which will comfortably fund the expected shortfall.

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

8.1.1 Following a mid year review of the 2013/14 Council Tax Rebate Scheme and following the profiling of the level of council tax arrears, it became apparent that the level of debt for those claiming Council Tax Support was highest amongst the in-work claimants. This suggested that the design of the scheme was impacting most on this customer group.

8.1.2 The options presented in this paper go some way to help mitigate against this consequence and also to support the aim of encouraging people to remain in employment and to incentivise work. A full review of the 2013/14 scheme will be undertaken at the year end and a consultation exercise will be undertaken with customers and stakeholders once a

preferred model for the 2015/16 scheme has been worked up. A full impact assessment will be undertaken prior to the approval of a final scheme for 2015/16.

9. CRIME AND DISORDER IMPLICATIONS

- 9.1 Regular liaison between the police and this authority is maintained through our Community Safety Officer. At this time, no attributable impacts upon local rates of crime and disorder have been identified.

10. CONSULTATION IMPLICATIONS

The option(s) recommended by scrutiny on consideration of this report will require approval by council. Subject to that approval they will be subject to consultation with residents of West Somerset. The purpose of this report is to seek approval for consultation on possible changes to the 2015 /16 Council Tax Scheme.

11. ASSET MANAGEMENT IMPLICATIONS

- 11.1 The consultation cost will be funded from Government grants provided to support this scheme.

12. ENVIRONMENTAL IMPACT IMPLICATIONS

- 12.1 None Associated with this report.

13. LEGAL IMPLICATIONS

- 13.1 The 2015 / 16 Council Tax Rebate Scheme must be approved by Council by 31 January 2015 or it will be forced to adopt the Government's default scheme. The default scheme is essentially old Council Tax Benefit scheme allowing a maximum 100% of liability as oppose to the 85% West Somerset scheme. The clear implication being the creation of a significant additional budget deficit.

Appendix A – Summary of the impact of proposals

Number of claims with increased entitlement						
	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Single	55	54	54	56	56	56
Lone parent	110	113	113	119	119	119
Children	110	110	110	112	112	112
Couple only	23	23	23	23	23	23
Disabled	21	21	21	21	21	21
Employed	260	262	262	268	268	268
Self employed	38	38	38	42	42	42

Average weekly increased entitlement						
	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Single	£3.66	£3.38	£4.15	£3.99	£4.21	£4.13
Lone parent	£2.23	£3.52	£4.91	£5.40	£5.53	£5.82
Children	£4.66	£4.81	£6.30	£6.38	£6.74	£6.80
Couple only	£3.84	£4.28	£4.83	£5.22	£5.03	£5.41
Disabled	£3.48	£4.77	£5.07	£5.92	£5.72	£6.10
Employed	£3.43	£4.02	£5.32	£5.57	£5.78	£5.95
Self employed	£4.13	£4.10	£4.99	£5.00	£5.20	£5.21

Report Number: WSC 8/14
Presented by: Cllr K Kravis, Lead Member for Finance & Resources
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Report to a Meeting of: Scrutiny Committee
To be Held on: 20 January 2014
Date Entered on Executive Forward Plan Or Agreement for Urgency Granted: N/A

FINANCIAL STANDING & BUDGET 2014/15

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) and the processes involved in its drafting.

2. CONTRIBUTION TO CORPORATE PRIORITIES

- 2.1 One purpose of this report is to demonstrate that resources are, as far as is possible, aligned to the delivery of corporate priorities.

3. RECOMMENDATIONS

- 3.1 That Scrutiny Committee note the proposed budget for 2014/15 together with the new three year MTFP and refer any comments to Cabinet for their consideration.

4. RISK ASSESSMENT (IF APPLICABLE)

Risk Matrix

Description	Likelihood	Impact	Overall
Risk – That the assumptions in the Medium Term Financial Plan (MTFP) are unrealistic and undeliverable	Possible (3)	Moderate (3)	Medium (9)
Mitigation - A review of assumptions made in the Medium Term Financial Plan by Scrutiny, prior to Cabinet recommending it to Council for approval.	Unlikely (2)	Moderate (3)	Low (6)
Risk – That the budget is not aligned to the priorities in the Corporate Plan	Possible (3)	Moderate (3)	Medium (9)
Mitigation - A high level review of the budget by Scrutiny, prior to Cabinet recommending it to Council for approval.	Unlikely (2)	Moderate (3)	Low (6)

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 Introduction

5.1.1 Effective financial scrutiny plays an important role in not only how the Council constructs its annual MTFP and associated budget but also on-going budget and performance monitoring throughout the year. This report focuses on the processes and assumptions that have led to the current draft MTFP 2014/15 to 2016/17.

5.1.2 At their meeting on 21st January 2013 Scrutiny Committee considered a similar report that outlined the processes that had led to the development of the current year's budget. During the debate various suggestions were made concerning the content of the report that were possible have been addressed in this report. These suggestions together with a response (*in italics*) are listed below: -

- "Certain elements of table 1 including references to revenue support grant and contribution from / to reserves to be made clearer." – *Details of individual transfers have been included in the table and the constituent elements of the Revenue support Grant have been shown as a 'note' to the table.*
- "Scrutiny Committee were unable to fully scrutinise the budget as the budget had not yet been set, and that in future consideration be given to giving greater detail of the proposed budget possibly at cost centre level." – *Appendix 'A' to this report provides details at cost centre level of the latest version of the 2014/15 budget.*

5.1.3 The task of drafting a reliably accurate MTFP has not been made any easier following the introduction on 1st April 2013 of the Business Rates Retention Scheme as a means of funding local government. Although certain elements of the calculation are definitive and were contained in the recently announced 'Local Government Finance Settlement 2014-15 there is a degree of uncertainty surrounding the treatment of other elements of the calculation such as refunds. In their response to the settlement announcement the Chartered Institute of Public Finance & Accountancy (CIPFA) stated "*There have been no announcements on the business rates scheme – we are waiting for the Department for Communities and Local Government (DCLG) to release a new version of the NNDR1 form We still wait for important details of small business rate relief compensation and accounting treatment of provisions and appeals.*" These details are particularly relevant in terms of the accounting for any expected refund of business rates in respect of Hinkley Point Power Station.

5.2 Three Year Medium Term Financial Plan (MTFP)

A summary of the draft new MTFP covering the three year period 1st April 2014 to 31st March 2017 is shown in table 1 below.

Table 1 – MTFP (1st April 2014 – 31st March 2017)

Detail	2014/15 (£)	2015/16 (£)	2016/17 (£)
Starting Budget	5,036,645	5,286,774	4,925,124
Inflation & pension deficit	157,218	157,773	193,356
Pressures	213,938	-67,700	26,958
Savings found/to find	-121,027	-451,723	-130,686
Total Spend	5,286,774	4,925,124	5,014,753
Funded By			
Council Tax	1,859,685	1,896,879	1,934,816
RSG	1,224,425	838,063	754,257
CTB & HB Admin	240,683	240,683	240,683
NHB	444,109	600,512	699,387
NNDR	1,171,696	1,429,346	1,457,933
Less parish grant	-87,530	-80,359	-72,323
Welfare Reform	59,659	0	0
Total Income	4,912,728	4,925,124	5,014,753
Movement in Reserves			
Transfer from New Homes Bonus (NHB)	-51,820	0	0
Transfer from Business Rates Reserve	-300,000		
Transfer to (safety net and welfare reform)	159,659	100,000	0
Total General Reserves (after transfers to and from earmarked)	816,426	716,426	716,426

Note pressures

£175,500 for MRP in 14/15 reducing by £67,700 in 15/16 then a further £50,100 in 16/17
£38,438 re loss of HPC contribution to permanent WSC staff costs in 14/15
£77,058 impact of pension reforms re contracting out in 16/17

Note reserves

The transfer from the NHB earmarked reserve is to fund the £12,500 cost of the Rural Housing Project and the £39,320 cost of the Home Improvement Agency contract.

The transfer from the Business Rates earmarked reserve is to part fund the potential refund of business rates in respect of Hinkley Point.

Transfers to earmarked reserves include £100,000 to replenish the business rates reserve and £59,659 received as a government grant towards the additional cost of implementing the welfare reform programme.

The recommended level of general reserves is £500,000

5.2.1 Key Variances between 2013/14 & 2014/15

The budgeted net expenditure for 2014/15 of £5,286,774 is approximately 5% more than 2013/14 whilst the estimated income of £4,912,728 represents a reduction of 9%. A summary analysis of these variances is shown in table 2 below.

Table 2 – Analysis of variances in expenditure and income between 2013/14 & 2014/15

Description	£
Inflation including salaries and pensions deficit	157,218
Savings as recommended by Scrutiny	(121,027)
Increase in Minimum Revenue Provision	175,500
Loss of HPC contribution to permanent staff costs	38,438
Total Increase in Expenditure	250,129
Increased Council Tax	(87,072)
Decreased Revenue Support Grant	354,872
Decreased CTB and HB Support Grant	32,167
Increased New Homes Bonus	(60,153)
Decreased NNDR (due to EDF appeal being delayed)	269,826
Reduced Council Tax Support Grant to parishes	(22,732)
Increased new burdens funding re welfare reform	(26,979)
Efficiency Support Grant now in RSG	23,156
Total Decrease in Income	483,085

The change in NNDR will be covered by the use of the reserve specifically earmarked for this purpose.

5.2.2 Savings

Initiatives to deliver the savings target for 2014/15 of £121,027 as listed in table 3 below were reported to Scrutiny Committee at their meeting on 18th November 2013. The outcome being a recommendation to Council that the savings as shown are approved and that a members seminar is arranged to identify preferred savings options for 2015/16 and 2016/17.

Table 3 – Proposed Savings Initiatives 2014/15

Service Area	Saving (£)	Initiative
Staff – Post 66 Housing options & advice officer	14,662	Reduction in hours to 3 days per week
Staff – Post 83 Accounting Technician	26,423	Vacant post to be deleted (£5,600 to fund additional hours for post 69)
Home Improvement Agency Contract	22,710	Negotiated reduction in contract
Interest payments due on external loans	42,850	Repayment of existing loan
External audit	2,982	Decrease in audit fee
Staff – share senior management	11,400	Shared CEO
Total	121,027	

The MTFP (table 1) identifies a need for further savings totalling £451,723 in 2015/16 and £130,686 in 2016/17. Potential savings already identified are listed in table 4 below.

Table 4 – Future Potential savings

2015/16	(£)
Shared management and services business case	295,600
Termination of Home Improvement Agency contract	39,320
Ceasing the Rural Housing Project	12,500
Sub Total	347,420
To be identified	104,303
Total	451,723
2016/17	
To be identified	130,686

5.2.3 Revenue Budget 2014/15

A breakdown of the budget for 2014/15 at cost centre level is included at **Appendix 'A'** to this report. It should be noted that in drafting the revenue budget no account has been made for set up costs or savings arising from the shared services programme being implemented. The intention is that set up costs will be funded either via useable capital receipts where appropriate or the sustainability earmarked reserve.

5.2.4 Draft Capital Programme

A copy of the current draft capital programme is included at **Appendix 'B'** to this report

5.3 Local Government Finance Settlement 2014/15 (England)

5.3.1 Spending Power

Spending power is an estimate by government of the amount of funding available to each Local Authority to spend on their core services. It is made up of estimated council tax and business rate income, revenue support grant, new homes bonus plus a number of government grants. The main headline used to announce the finance settlement was that the average reduction in councils' spending power in 2014/15 was 2.9% with no individual authority suffering a reduction of more than 6.9%. Details of the government's estimate of West Somerset's spending power are listed in table 5 below and show an above average reduction of 5.9%.

Table 5 – Spending Power of West Somerset Council

	2013/14	2014/15
Council Tax	£1,773,000	£1,779,000
Start Up Funding Assessment	£2,653,000	£2,296,000
Community Right to Challenge Grant	£9,000	£9,000
Community Right to Bid Grant	£8,000	£8,000
Council Tax Support New Burdens	£33,000	£60,000
CT/HB Admin Subsidy	£273,000	£248,000
New Homes Bonus	£393,000	£448,000
Less Council Tax Support Grant to Parishes	-£110,000	-£110,000
Adjustment for business rate cap		£11,000
Indicative CT Freeze 15/16		£21,000
TOTAL	£5,032,000	£4,770,000

5.3.2 Start-Up Funding

This is an assessment by government of what the councils need to spend in certain areas and then disaggregated between Revenue Support Grant and Business Rate Retention Baseline Funding. These two figures when added together amount to the total of government funding being made available. As can be seen from the table below the Councils' Start-Up Funding has been reduced by 12.7% in 2014/15

Table 6 – Start-Up Funding for West Somerset Council

	2013/14	2014/15
Revenue Support Grant		
Formula Funding	£1,298,730	£1,138,811
Council Tax Freeze Grant 2011/12	£29,432	£28,832
Council Tax Support Funding	£221,110	
Efficiency Support for Sparse Areas	£23,000	£25,070
Homelessness Prevention Grant	£30,025	£28,888
Returned Funding		£2,824
Total	£1,602,297	£1,224,425
Business Rates Baseline Funding		
Formula Funding	£864,009	£1,030,804
Council Tax Freeze Grant 2011/12	£19,581	£19,962
Council Tax Support Funding	£147,098	

Homelessness Prevention Grant	£19,975	£20,364
Total	£1,050,663	£1,071,130
OVERALL TOTAL	£2,652,960	£2,295,555

5.3.3 Business Rate Retention Scheme

All local authorities are required to submit what is called a NNDR1 (National Non Domestic Rates) form by 31st January each year. As this paper is written prior to the information being available we have used the figures from the mid-year estimate adjusted for inflation at 2% and with an assumption being made that no provisions for appeals will be made in 13/14.

Table 7 – Business Rates Retention Calculation

Net Yield		£10,629,242
Amounts Retained		
Government Share (50%)	£5,314,621	
WSC Share (40%)	£4,251,697	
SCC Share (18% of 50%)	£956,632	
Devon & Somerset Fire & Rescue Share (2% of 50%)	£106,292	£10,629,242
WSC Retained		£4,251,697
Less: Tariff to Government (uprated for inflation)		£2,979,434
Sub Total		£1,272,263
Less: WSC Baseline Funding (uprated for inflation)		£1,071,130
Gross Retention		£201,133
Less: Maximum 50% Levy Payment to Government		£100,566
NET AMOUNT RETAINED BY WSC		£100,567

Although the baseline funding figure has increased by £20,467 the tariff paid to government has increased by £56,932

5.4 Role of Scrutiny

The Local Government Act 2000 states that it is the responsibility of Full Council, on the recommendation of Cabinet, to approve the budget and related council tax demand. The 2000 Act makes it clear that the role of Scrutiny in the financial process is to hold the Executive (Cabinet) to account and to ensure that decision-making is efficient, transparent and accountable. Scrutiny's role is also to make sure that the Cabinet make decisions in the best interest of the local communities. It is difficult to see how Scrutiny can fulfil this function without becoming involved in the budget setting and other financial planning processes.

The 'Centre for Public Scrutiny' has published guidance on the scrutiny of local government finance. This guidance has been used to identify and list below some suggested aspects of the Councils financial arrangements that Scrutiny may wish explore over and above the initial response provided in the report.

- (i) **Is there a satisfactory level of integration between the Corporate Plan (Priorities), Service Plans and Financial Planning (Budget Strategy, MTFP, Budgets)?**

Response – It was generally accepted by Scrutiny Committee last year that a satisfactory level of integration existed. With regard to this year it could be argued that as the priorities within the new draft Corporate Plan are by enlarge the same

as is the allocation of resources within the budget then the same level of integration exists.

- (ii) **Is there an understanding of the medium term financial, corporate and service planning pressures that drive the annual budget?**

Response – In normal circumstances the establishment of corporate priorities would influence the service planning process which in turn would feed into the budget setting process. However, circumstances dictate that the finances available following the government’s financial settlement drive the MTFP, budget, corporate objectives and service plans in that order.

- (iii) **Is the budget strategy appropriate within the council’s wider context?**

Response – The budget strategy has been significantly driven by new methods of government funding, the levels of such funding and the introduction of new national government initiatives, such as the localisation of council tax support. In the wider context the strategy adopted in drafting the current MTFP has been to identify sufficient savings in 2013/14 and 2014/15 that maintain the financial viability of the Council whilst not predetermining or conflicting with any savings that may be generated as a result of proposed collaborative working with Taunton Deane Borough Council.

- (iv) **Has the annual budget been set in accordance with the MTFP?**

Response – The detailed budget contained in Appendix A totals £5,286,774, the same figure as shown in the MTFP (table 1)

- (v) **Is there a clear link between the current year’s budget and next years?**

Response – The MTFP clearly demonstrates that the starting point for next year’s budget has been the net revenue expenditure total of £4,711,015 for the current year.

- (vi) **What is the rationale behind the major growth proposals?**

Response – The only growth items in the budget are in response to statutory requirements such as increased pension deficit payments.

- (vii) **What is the rationale behind the savings proposals?**

Response – The savings (see table 3) have been identified on the basis of being readily deliverable, having minimal impact on front line service delivery and not pre-empting the savings coming from the proposed collaborative working with Taunton Deane Borough Council.

- (viii) **Are the key financial assumptions that are built into the budget appropriate?**

Response – In drafting the MTFP certain assumptions as listed below have been made in respect of 2014/15: -

- *Council Tax will increase by 2%*
- *There will be a 1% pay award*
- *Inflation of £85,000*
- *Pension Deficit Recovery will increase by £50,000*

- *The total amount of business rate refunds and write-offs does not exceed £1,870,000*
- *A Minimum Revenue Provision of £195,000 is required (Receipts from sale of assets delayed to 2014/15)*
- *The repayment of an outstanding loan in February 2014*
- *There is an underspend of £71,352 in 2013/14*
- *New Homes Bonus increases from £383,956 to £444,109 in 2014/15*
- *There is no significant fluctuation in the net yield from business rates.*

(ix) **Are the levels of reserves appropriate and what is the logic behind that level?**

Response – The risk assessed level of reserves has been determined to be £500k. The level of reserves during the life of the MTFP is estimated to a minimum of £245,000 in excess of this figure

6. FINANCIAL/RESOURCE IMPLICATIONS

- 6.1 Although the report concentrates on financial issues there are no implications directly associated with the recommendations in the report.

7. SECTION 151 OFFICER COMMENTS

- 7.1 The MTFP is an iterative process and figures will change as new information comes to light.
- 7.2 Assessing resources available is extremely difficult due to the national non-domestic rates retention. There is still no clarity about the end of year accounting treatment for outstanding appeals and this has a direct impact on the forward year's base budget. I am basing the MTFP on the assumption that no provisions or accruals are made at year end for outstanding appeals as the amounts and probability of success are not known. This means that any refund to EDF for Hinkley Point would be carried forward and I am assuming will be made in 2014/15. This has reduced the NNDR retention in 2014/15 but will increase it in 2013/14 so at year end the surplus NNDR will be transferred to the new earmarked reserve to cover our liabilities in 2014/15, i.e. it will not impact on the general fund.

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 the recommendation in this report.

9. CRIME AND DISORDER IMPLICATIONS

- 9.1 There are no implications directly associated with the recommendation in this report.

10. CONSULTATION IMPLICATIONS

- 10.1 There are no implications directly associated with the recommendation in this report.

11. ASSET MANAGEMENT IMPLICATIONS

11.1 There are no implications directly associated with the recommendation in this report.

12. ENVIRONMENTAL IMPACT IMPLICATIONS

12.1 There are no implications directly associated with the recommendation in this report.

13. LEGAL IMPLICATIONS

13.1 There are no implications directly associated with the recommendation in this report.

Budget Book 2014/15 - Cost Centre Level

Budget 2013/14	Cost Centre Description	Cost Centre Number	Budget 2014/15
£75	Member Services	4300	£75
£105,075	Legal	4302	£105,075
£22,100	Elections	4303	£22,100
-£48,250	Land Charges	4304	-£48,250
£314,338	CDC	4305	£310,694
£200,380	Human Resources	4306	£250,380
£42,000	Postages	4307	£42,000
£8,185	Information Team	4308	£8,185
£1,370	Corporate Director	4311	£1,370
£500	Executive Support Team	4312	£500
£116,725	Finance	4359	£117,515
£58,300	Internal Audit	4360	£58,300
£52,750	Investment & Interest	4361	£185,400
£70,000	Insurance	4362	£70,000
£20,000	WSC - TDBC Project		
£963,548			£1,123,344
-£45,891	Economic Development	4322	£4,340
£1,050	Tourism	4323	£1,050
-£83,850	Licensing	4338	-£83,850
£10,000	Housing Bed & Breakfast	4339	£10,000
£18,450	Housing Temporary Accommodation	4340	£18,450
£29,500	Housing Homelessness Admin	4341	£29,500
£8,600	Planning Policy	4342	£8,600
-£9,270	Housing Staff	4343	£1,800
£5,050	Food Safety	4344	£5,050
£14,700	Environmental Health	4345	£14,700
£4,150	Environmental Health Staff	4346	£4,150
-£2,000	GM Housing & Community	4347	£600
-£10,000	CT Benefits	4348	£41,160
£82,095	Housing Benefit Administration	4349	£29,585
-£40,000	HB Rent Allowance	4350	-£40,000
£5,000	HB Non HRA Rent Rebate	4351	£5,000
-£15,200	Benefits Staff	4352	-£15,200
-£37,300	CT Collection	4353	-£37,300
-£6,450	NDR Administration	4355	-£6,450
£840	Revenues Staff	4356	£840
£77,530	Housing Private Sector Renewal	4368	£54,820
£12,500	Housing Enabling	4379	£12,500
£19,504			£59,345

£67,500	Design and Print	4301	£67,500
£370	Customer Services	4309	£370
-£19,725	Roughmoor Depot	4313	-£19,725
-£28,462	Estates - Assets	4314	-£1,462
-£62,050	Roughmoor Enterprise Centre	4315	-£62,050
£80,346	West Somerset House	4317	£81,086
£30,900	Contact Centre	4318	£30,900
£16,200	Coast Protection	4319	£19,200
£11,500	Flood Defence	4320	£11,500
£4,700	VIIC	4321	£4,700
-£188,645	Development Control	4324	-£135,190
-£87,645	Building Control	4325	-£87,645
-£366,175	Parking - Off Street	4326	-£366,175
£910	Parking Staff	4326	£910
£116,650	Public Conveniences	4330	£116,650
£67,157	Open Spaces	4331	£62,472
£990,880	Waste	4332	£1,045,880
£433,000	Street Cleansing	4333	£436,000
£640	GM Environment & Services	4334	£640
-£17,900	Community Safety	4336	£3,000
£65,247	Community Links	4337	£65,247
£209,270	IT	4357	£210,620
£79,000	Telephones	4358	£79,000
£37,300	Brunel Way Depot	4374	£38,985
£11,902	Watchet Harbour	4375	£11,902
-£7,300	Barnsclose Units	4376	-£7,300
£2,025	Minehead Harbour	4378	£2,025
-£11,866	Community Development		
£1,435,729			£1,609,040
£2,617,864	Salary Estimates		£2,495,045
£5,036,645	Total Revenue Budget		£5,286,774
	MTFP Total		£5,286,774

APPENDIX 'B'

DRAFT CAPITAL PROGRAMME 2014/15

A summary of the proposed approved capital bids for resources in 2014/15 are shown in the table below. Unlike previous capital programmes which covered a period of three years it is felt to be prudent, because of the Council's weak financial position, to plan no further than one year ahead. All proposed schemes are to be funded from useable capital receipts.

	2014-2015
Housing	
Clanville Housing (Assumes Purchase and Selling)	£0
Disabled Facilities Grants	£104,000
Decent Homes	£40,000
	£144,000
IT Projects	
Annual Hardware Replacement Program	£31,000
Microsoft Licence	£13,636
ICT Transformation Funding	£135,000
	£179,636
Environmental Services	
Improvements to Community Bookshop, Watchet	£3,000
Dulverton Mill Leat/Weir	£50,000
Watchet Harbour, West Pier & Lighthouse (wall, ladder and railings)	£30,000
East Wharf, Watchet renovation of site	£10,000
Upgrade Solar Ticket Machines to Mains Power	£2,000
Purchase of dog/litter bins	£2,000
Public Conveniences	£40,000
Blue Anchor Coast Protection Scheme	£25,000
Replacement Street Cleaning Vehicle	£48,000
	£210,000
Grand Total	£533,636

Report Number: WSC 10/14
Presented by: Councillor Tim Taylor, Leader of Council
Author of the Report: Bruce Lang, Assistant Chief Executive
Contact Details:
Tel. No. Direct Line 01984 635200
Email: bdlang@westsomerset.gov.uk

Report to a Meeting of: Scrutiny Committee
To be Held on: 20 January 2014

DRAFT 2014/15 SERVICE PLANS

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to provide the Scrutiny Committee with the opportunity of scrutinising the draft Service Plans for 2014/15 prior to their approval in the light of the refreshed Corporate Priorities agreed by Council.

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 2014/15 and make comments thereon for consideration by informal Cabinet when signing off Service Plans in March 2014, 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 process is the refreshing of the Corporate Priorities. This has been undertaken and refreshed corporate priorities and objectives were agreed at Full Council on the 20 November 2013. The draft Corporate Plan 2014-16 has been updated to reflect the revised priorities and objectives. The revised priorities and objectives are attached at Appendix A.
- 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 Lead Members and officers have been, therefore, working on preparing draft Service Plans for 2014/15 and a briefing on the process and progress in this respect was reported to the Corporate Policy Advisory Group on the 14th December, 2013.
- 5.5 Service Plans for 2014/15 have been prepared and are attached, as Appendix B to this report – as follows:
- Corporate Management
 - Corporate Services
 - Environment, Customer and Community
 - Housing, Welfare and Economy
- 5.6 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.
- 5.7 The key task of the Committee is to scrutinise these plans to ensure that they have been soundly prepared and incorporate objectives and key tasks that will ensure the delivery of the refreshed Corporate Priorities, set out in Appendix A.
- 5.8 To do this the following issues should be covered:-
- 1) Are all the relevant objectives and key tasks relating to the refreshed Corporate Priorities incorporated into the draft Service Plans? To assist members a matrix cross-referencing the refreshed corporate priorities and objectives to the appropriate draft service plans is provided at Appendix B, to this report.
 - 2) Are there also clear, specific and measurable objectives to change services where appropriate?
 - 3) Are there clear actions for achieving each objective?
 - 4) Are there headline performance indicators to measure the delivery of key day-to-day services?
 - 5) Have targets been included for all the headline performance indicators?
 - 6) Is the service plan realistic in the light of the resources available in terms of manpower and finance?
 - 7) Do the key risk areas relating to the delivery of the service plans appear to have been covered?
- 5.9 Normally at this stage in the process a summary diagram, setting out the service plan responsibilities in relation to Lead Members and officers, is also provided; this information will be provided as soon as the detail relating to the new joint management arrangements has been clarified. As Members may be aware, 2013/14 will be the fourth year following the

introduction of its current process of utilising service plans as a key part of its operational principles. Given the shared workforce arrangements that will be put in place over the next twelve months there will be a need to review the most effective way of continuing to provide performance information and service planning for the two councils going forward and it may well be that service plans may be changed to reflect new structures and ways of working. Never-the-less, it is important that both councils keep their current processes in place so that any transition can be properly managed and that at any one time there is clarity of who is responsible for what. Hence Scrutiny is requested to play its part in the normal way at this stage of the process.

- 5.10 Some of the performance information – actual for 2013/14 – will not be able to be completed until the end of the fourth quarter and may have an impact on target figures to be set for 2014/15.
- 5.11 Managers will still be expected to ensure that work programmes and additional data is kept to manage the effective day-to-day delivery of services and support any detailed scrutiny of issues not covered within the Service Plan should that prove necessary.
- 5.12 The financial and manpower information is kept at a reasonably high level within the Service Plan to ensure that Members have an accurate picture of what is happening without providing unnecessary detail to over complicate matters.
- 5.13 A clear link has also needs to be provided between the SWOT(Strengths, Weaknesses, Opportunities and Threats) analysis that have been undertaken by the various service/group teams and whether it is proposed to address them in the service plan, work plans or take no action. A copy of these SWOTs can be made available.
- 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 of Service Plans in March following the formal setting of the Council's budget in February.
- 5.15 The ongoing monitoring of the agreed final 2014/15 Service Plans will be achieved with the performance monitoring of reports that will be presented to the Scrutiny Committee on a quarterly basis.

6. FINANCIAL/RESOURCE IMPLICATIONS

- 6.1 The financial resource implications will be set out in Section 4 of 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 which the Scrutiny Committee 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, lower scoring risks are mitigated and operational issues addressed.

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 staff and lead members.

11. ASSET MANAGEMENT IMPLICATIONS

11.1 There are no implications directly associated with this report.

12. ENVIRONMENTAL IMPACT IMPLICATIONS

12.1 There are no implications directly associated with this report.

13. LEGAL IMPLICATIONS

13.1 There are no implications directly associated with this report.

VISION

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

By:

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

The plan sets out the overall vision for West Somerset and the two priorities that the council are focussing on for 2014-16. These two priorities are

- **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 potential development whilst protecting local communities and the environment.

Under each priority there are a set of objectives and the key tasks that will be undertaken to deliver that objective.

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

Priorities, Objectives and Key Tasks

The following provide details of the priorities, objectives and associated key tasks that contribute to the delivery of the Corporate Priorities and the strategic vision

Corporate Priority

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

Objective 1:

- Local democracy and accountability remains within West Somerset by working with Taunton Deane Borough Council to establish and implement shared service delivery models that deliver effective, efficient services

Objective 2:

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

Corporate Priority

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.

Maximising opportunities for **communities:**

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, if funds become available, are supported in delivering projects and initiatives

Maximising opportunities for **businesses** and the working age community

Objective 4:

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

Protecting local **communities**

Objective 5:

- The availability of housing supply within West Somerset is increased if funds become available to mitigate the extra demands linked to Hinkley Point workers

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

Protecting the local **environment**

Objective 7:

- 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

PRIORITY	2014-16 CORPORATE PRIORITIES	Corporate Management	Corporate Support	Housing, Welfare & Economy	Environment, Customer & Community
OBJECTIVES					
LOCAL DEMOCRACY	Objective 1: Local democracy and accountability remains within West Somerset by working with Taunton Deane Borough Council to establish and implement shared service delivery models that deliver effective, efficient services				
	Key Task 1.1: Working with TDBC to establish and implement shared services by April 15. With Tiers 2,3 & 4 in place, design the proposed structures by 31st May and implement by 1st Aug 2014 for service leads/supervisors With service leads/supervisors in place, design the proposed structures by 31st Oct and implement by 1st Feb 2015 for service teams	√			
	Key Task 1.2: Undertake the work required to deliver the shared services implementation plan including: Subject to acceptance of the business cases, implement the proposals for service transformation of Legal Services & Building Control as the services identified as suitable for fast tracking and any other fast track opportunities that arise by 31st March 2015	√			
	Key Task 1.3: Undertake the technology actions to support joint working and shared services including the introduction of common platforms for email account/calendars an integrated phone system, printing and flexible office space enabling staff and Members to work more effectively by 31st March 2015	√			
	Key Task 1.4: Undertake HR actions required to support a review of terms and conditions and the implementation of any required changes by 1st April 2015	√			
	Key Task 1.5: By 31st March undertaken corporate/governance work to review policies and align where necessary, the development of a performance management framework and financial monitoring that supports the requirements of the joint management and shared services programme	√			
	Key Task 1.6: Draft and implement a strategy and supporting plan for internal and external communications to support the shared services and service transformation programme during 2014/15	√			
	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: Deliver 2014/15 budget savings and income generation by April 2015.	√	√	√	
	Key Task 2.2: Identify 2015/16 budget savings and income generation opportunities as part of the budget saving process by Feb 2015.	√			
	Key Task 2.3: Monitor and review levels of income from New Homes Bonus and Business Rate Retention and assess any subsequent impact on Medium Term Financial Plan.	√			

NEW NUCLEAR DEVELOPMENT	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, if funds become available, are supported in delivering projects and initiatives			
	Key Task 3.1: To 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 production of a communications strategy to be launched once each phase of funding becomes available			√
	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 2015 develop a programme of investment within West Somerset for the leisure funding provided directly to the council from the development at Hinkley Point			√
	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 and the local working age community to gain economic benefits from the development in terms of contracts awarded to local suppliers and increased employment opportunities.			√
	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.			√
	Objective 5: The availability of housing supply within West Somerset is increased if funds become available to mitigate the extra demands linked to Hinkley Point workers			
	Key Task 5.1: Using the Hinkley Point Housing Fund to provide 100 additional bed spaces in the West Somerset area by 31st Mar 2015			√
	Key Task 5.2: Facilitate the delivery of 65 affordable homes within the West Somerset area by 31st Mar 2015			√
	Key Task 5.3: To work with landlords and owners of empty properties to return 55 back into use across West Somerset with priority on the eastern area parishes.			√
	Key Task 5.4: To work with landlords and owners to bring 400 properties up to the Decent Homes Standard making them available for use across the West Somerset area.			√
	Objective 6: The development at Hinkley Point is carried out in accordance with the approved plans and ensuing that the council actively monitors the development and responds to any complaints received in a timely and sound manner			

Key Task 6.1:				
When significant development commences on the Hinkley Point C site to 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				√
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.			√	
Key Task 6.3:				
Once the development commences, continue working with partners to implement a range of community safety initiatives raising awareness of the development project, its potential impacts and preventative measures.				√
Objective 7:				
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:				
By July 2014 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.				√



2014-15

SERVICE PLAN for
Housing, Welfare & Economy

Lead Officer
Lead Member

- Cllr Keith Turner
- Cllr David Westcott
- Cllr Karen Mills
- Cllr Chris Morgan

Other Lead Members

Var 0 1

Document title	Housing, Welfare & Economy Group Service Plan
Author of document	Ian Timms – Group Manager
Authorised date	
Authorising authority	Cabinet
Authorisation information	
File name	2014-15 Service Plan HOUSING, WELFARE&ECONOMY.doc
File format	MS Word document

Version Number	Purpose/Changes	Author	Date
Ver 1.1	Created from SWOT exercise	Ian Timms	30/10/13

1. Service details, achievements and challenges

Summary of the main services

Full Service Directory available as Appendix A

Who we are, what we do, why we do it and who our customers are



Lead Member - Councillor Keith Turner

Environmental Health services delivered by the council use a number of statutes covering food safety, health and safety, air quality, contaminated land, environmental protection, the clean neighbourhood and environment act and private water supplies. In order to comply with these statutory functions the services are delivered through planned, risk-assessed inspections and reactive investigations. The team responds to complaints and requests for service from all members of the community. Our key customers are members of the public, businesses and visitors.

Licensing

aims to receive and process licence applications efficiently, this includes hackney carriages, private hire, animal welfare, street trading, premises, club and personal licenses as well as temporary event notices, caravan and camp sites and work associated with the gambling act. The service is a statutory function and the key customers are businesses and members of the public.

Health and Wellbeing links into the transfer of public Health Services to Local authorities in 2013 as part of the NHS reforms. Work involves linking to the Health and Wellbeing Strategy and enabling activity to tackle the Family Focus programme, which is the local approach to the governments, Troubled Families programme.

Housing enabling works to secure the delivery of affordable housing within West Somerset. This assists in the delivery of the councils corporate plan targets providing homes for local people. The service produces housing needs information on demand for, e.g. parish councils, landowners, registered social landlords, architects and developers. Also producing information to support Planning Applications. The service is statutory. The key customers are: landowners, Registered Social Landlords, Architects, Developers, Parish Councils, Housing Applicants and South West Homes

Housing options Discharges the Council's statutory duty to protect vulnerable (mostly) local people from homelessness. It does this by advice but also with assistance with re- housing, signposting to debt-management and legal services;

deposits for securing tenancies and where appropriate loans and grants to prevent homelessness occurring. When intervention fails the Service provides accommodation for those households that the Council has a legal duty to. The Service administers the District's element of the Homefinder Somerset letting scheme for Housing Association properties in the area. The Service also has other legal duties to protect tenants from illegal eviction and to protect the possessions of certain homeless persons whether accommodated or not

Planning Policy

implements the Council's duty to prepare and review a Local Plan and related planning policy documents for the parts of the 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 district. 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 new 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.

Private Sector Housing provides the delivery of services and enforcement activity through the SWPSH Partnership. Offering advice and housing standard inspection for both tenants and landlords, combined with using a number of enforcement options when necessary to seek compliance with current housing legislation. The service is predominantly statutory with some associated discretionary elements. Partnership working aims to improve living conditions in houses in multiple occupation and to regulate properties which need licensing. Provides access to grants and loan products to those homeowners and landlords in most need.

Lead Member - Councillor Dave Westcott

Civil Contingencies is delivered through a partnership with the other Somerset Local Authorities. This delivers the requirements of the Civil Contingencies Act 2003, which make the council a category one responder. These duties include maintaining and producing Emergency Plans for the council and wider emergencies, ensuring appropriate Business Continuity arrangements are in place for the council, providing access to Business Continuity Advice for the business community and warning and informing the residents of the area about issues such as flooding. The key customers are businesses, residents and visitors within West Somerset.

Dog Warden

A dog warden service is provided through a contracted service. This is based on a minimum statutory provision. Our key customers are members of the public, businesses and visitors to the area.

Benefits This is a statutory service providing administration of Housing Benefit and Council Tax Benefit as well as the Prevention and Detection of Fraud and completion and audit of the Benefits subsidy claim.

Revenues This is a statutory service providing administration, collection and enforcement of Council Tax and Business Rates It deals with overpayment recovery and administration and monitoring of the valuation lists.

 **Lead Member - Councillor Karen Mills**

Economic Regeneration – This is a discretionary service but is an essential facet of community well being. A prosperous economy is one that has thriving businesses that supports well-paid jobs for sections of the working population. The rural economy of West Somerset is a challenging one and currently requires public sector support to facilitate interventions where there is market failure. It is also important that the economic impacts are maximised from any significant developments within the District (such as Hinkley Point). The service leads on delivery of the council's economic strategy and associated corporate priorities. There are key partnerships with the Local Enterprise Partnership and Into Somerset which support strategic growth and service delivery.

Tourism - A discretionary service, but making a significant contribution to the council's corporate priorities as the key service industry in the area. The service has an active role as a key stakeholder on the Exmoor Tourism Partnership and supports the delivery of the Visit Exmoor Website, facilitates tourism marketing activity, events and training to the industry to ensure that the tourism offer is of a high quality. Ensures that the Economic Strategy contains actions that are directly relevant to growing the tourism industry. Influences appropriate mitigation measures where major developments such as Hinkley Point C could have a negative impact on the tourism industry.

 **Lead Member - Councillor Chris Morgan**
New Nuclear Hinkley Point -To coordinate and lead on all actions relating to the delivery of the Hinkley Point Corporate Priority

Where are we now?
Key service achievements during 2013/14

In 2013/14, key achievements in the Housing Welfare and Economy Group were:

- Updating the Local Plan and evidence base in the light of the new requirements Contained in the National Planning Policy Framework (in particular: duty to co-operate, meeting full objectively assessed housing need for the area and key strategic site identification) and carrying out a second round of essential consultation on the consequential amendments to the Local Plan Preferred Strategy
- Successfully completing all planned food hygiene inspections and private water supply risk assessments. Continuing to deliver an effective licensing service involving new staff. Completion and approval of 2013 air quality progress report for West Somerset. Integrating environmental protection issues regarding HPC including air quality and noise into the workload of the team. Maintaining customer satisfaction across all areas of Environmental Health.
- Successfully sourcing external funding to deliver a number of economic development and tourism related projects that have supported some of our most disadvantaged people back into employment, supported micro-businesses to become more competitive and widened the appeal of Exmoor as an attractive tourism destination.

Key challenges for the service during 2014/15

In 2014/15, the key challenges for Housing Welfare and Economy will be:

- Deliver the change processes required through the shared services project with TDBC. Maintaining good customer satisfaction while undergoing changes to services and staffing.
- Address the continuing challenges relating to the impacts of the Welfare Reform changes to the Revenues, Benefits and Housing Services.
- Meeting the demands of the Hinkley Point C project while working with local residents to mitigate the effects on the local environment & to maximize the employment, skills and tourism opportunities for local people and businesses.
- Progress the Local Plan through formal Publication and Submission stages to Adoption and achievement of development plan status.
- Continuing to provide all statutory services against the background of the shared service project with TDBC

2. Actions to deliver the Corporate Plan and measures of success

Actions to deliver key tasks in the Corporate Plan

Key Task	Action Ref	KEY ACTION	By When	Responsible Officer/ Lead Member	Status
Priority: LOCAL DEMOCRACY					
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					
Achieve savings of as a proportion of the overall savings from the WSC budget					
Deliver 2014/15 budget savings and income generation by April 2015.	2.1.1	Staff - Post 66 Housing Options & Advice Officer – Reduction in hours to 3 days/week (£14,662)	March 2015		
	2.1.2	Home Improvement Agency Contract - Negotiated reduction in contract (£22,710)	March 2015		

Part A

Measures of Success for the Corporate Priorities – Objective 2

Performance Measure	Target performance 2014/15	Target performance 2015/16	Target performance 2016/17

Priority: NEW NUCLEAR DEVELOPMENT AT HINKLEY POINT

Objective 4.

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

<p>Key Task 4.1 Work with key partners and EDF Energy to support businesses and the local working age community to gain economic benefits from the development in terms of contracts awarded to local suppliers and increased employment opportunities</p>	<p>4.1.1</p>	<p>Effectively maintain and use the business database to segment business sectors and target those businesses with timely and appropriate communications and information relating to the HPC Project. Provide an update report to the Economic Development PAG on the use of the data.</p>	<p>Quarterly</p>	<p>Corinne Matthews / Karen Mills</p>	
	<p>4.1.2</p>	<p>Provide bespoke business support activity to build the capacity and capability of businesses within the Facilities Management and Construction sectors To enable them to realise the opportunities offered by the HPC Project and other developments. Provide an update report to the Economic Development PAG</p>	<p>Quarterly</p>	<p>Corinne Matthews / Karen Mills</p>	
<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>	<p>4.2.1</p>	<p>Address identified skills gaps and raise attainment levels through delivering packages of support to ensure that individuals are suitably prepared and skilled for work and are able to make the most of job opportunities. Raise aspirations and improve motivation through developing knowledge of local employment and training opportunities and associated progressions routes. Report progress to Economic Development PAG</p>	<p>Quarterly</p>	<p>Corinne Matthews/ Karen Mills</p>	

	4.2.2	<p>Address identified barriers which are restricting individuals' access to employment and training opportunities. This includes lack of basic skills and IT skills, (mental) health issues, criminal activity / anti-social behaviour and homelessness. Work with the Pre Employment and Skills Steering Group to direct appropriate activity. Report progress to Economic Development PAG</p>	Quarterly	Corinne Matthews/ Karen Mills	
	4.2.3	<p>Provide access to mentoring, training and employment opportunities for the long term unemployed through delivery of programmes of training identified as an element of action Expand and enhance the provision of appropriate training opportunities to support those furthest away from the labour market.</p>	Quarterly	Corinne Matthews/ Karen Mills	
<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>	4.3.1	<p>Work with the Hinkley Action Tourism Partnership to adopt a clear strategy and SMART action plan using the on-going development of the Cool Tourism Project to put into place pilot projects and activity within business networks to test the effectiveness of the strategic aims.</p>	June 2014 & Quarterly	Corinne Matthews/ Karen Mills	

		4.3.2	<p>Fully develop 2 new tourism business related networks linked to</p> <ul style="list-style-type: none"> • Dunster; • Coleridge way; and use the lessons learnt to replicate activity over at least two other business networks including Porlock . <p>Provide a package of support to each network to include IT training, research, marketing and promotion Report on progress of both tasks to Economic Development PAG</p>	September 2013 & Quarterly	Corinne Matthews/ Karen Mills
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Part A			
Measures of Success for the Corporate Priorities - Objective 4			
	Performance Measure	Target performance 2014/15	Target performance 2015/16
4.1.2	50 businesses provided with specific developmental support to enable them to exhibit growth and access new opportunities. 75 Businesses successfully completing a training activity 10 Successful business collaborations		
		Target performance 2016/17	

4.1.2	<p>5 West Somerset businesses to have gained contracts through the jobs brokerage by March 2015 (subject to HPC go-ahead)</p> <p>50 businesses successfully completing a training activity</p> <p>10 successful business collaborations</p> <p>10 individuals supported into self-employment</p>			
4.2.1	<p>60 West Somerset residents to have registered with the Hinkley Point C jobs brokerage</p>			
4.2.1	<p>20 young people will have undertaken apprenticeship programmes 20 by March 2015</p>			
4.2.3	<p>30 West Somerset residents to have accessed employment/training opportunities by March 2015</p> <p>3 new training initiatives to be developed to support skills activity within the District</p>			
4.3.2	<p>4 new tourism business networks established</p> <p>50 businesses sign up to 'Green Charter' status</p> <p>25 Business upgrading IT facilities and using new business tools.</p> <p>50 businesses receiving intensive IT training support</p>			

Priority: NEW NUCLEAR DEVELOPMENT AT HINKLEY POINT

Objective 5.

The availability of housing supply within West Somerset is increased *if funds become available* to mitigate the extra demands linked to Hinkley Point workers

5.1.1	Submit a bid for use of the Hinkley housing fund to the Planning Obligations Board detailing the proposed interventions to deliver the key task.	30 th July 2013	Heather Crockford/ Keith Turner
	Subject to the approval of bid:		
5.1.2	Facilitate the delivery of 15 bed spaces by housing associations in priority areas through Implementation of their Downsizing Policies.	31 st March 2014	Heather Crockford/ Keith Turner
5.1.3	Work with private developers to maximise opportunities in conjunction with the fund to bring forward both open market and affordable homes on sites in <ul style="list-style-type: none"> • Watchet 120 bed spaces • Williton 50 	31 st March 2014	Heather Crockford/ Keith Turner
5.1.4	Provide empty property grants and advice to deliver an additional 30 bed spaces over and above the requirements of Key task 5.3	31 st March 2014	Heather Crockford/ Keith Turner
2.2.1	Facilitate the delivery of the remaining 15 additional affordable homes at Brackensfield (Silvermead) Alcombe	31 st March 2015	Heather Crockford/ Keith Turner
2.2.2	Facilitate the delivery of 8 additional homes to rent at Elicombe, Minehead (Subject to Planning Approval)	31 st March 2015	Heather Crockford/ Keith Turner
<p>Key Task 5.1 Using the Hinkley Point Housing Fund to provide 100 additional bed spaces in the West Somerset area by 31st Mar 2015</p>			
<p>Key Task 5.2 Facilitate the delivery of 65 affordable homes within the West Somerset area by 31st Mar 2015</p>			

Part A Measures of Success for the Corporate Priorities - Objective 5			
Performance Measure	Target performance 2014/15	Target performance 2015/16	Target performance 2016/17
Deliver 100 Additional bed spaces towards our 2016 target of 300			
Facilitate delivery of 65 affordable homes			
Return 55 empty properties to use towards our 2016 target of 240			
Make 400 properties decent towards our 2016 target of 1100			

Priority: NEW NUCLEAR DEVELOPMENT AT HINKLEY POINT

Objective 6.

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 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

6.2.2

1

Performance Measure	Target performance 2014/15	Target performance 2015/16	Target performance 2016/17

Section 3 - Actions to deliver service specific objectives

Actions to deliver service specific objectives

Changes to the service—not day-to-day

Any actions identified as a result of undertaking an EIA should be included in this section.

Any actions identified as a result of customer feedback should be included in this section.

Actions to address any risks identified by the SWOT analysis

Actions to deliver service specific objectives (including actions to mitigate risks)			
Key Action	KEY ACTION	By When	Responsible Officer/Lead Member
	•		

Service performance measures

Performance Measures for day to day delivery of Key Services

High level indicators to Measure:

- **Cost** (KBI=Key Budget Indicator)
- **People (Staff) / Service provided (output)** (KPI=Key Performance Indicator)
- **Customer satisfaction (external)** (KCI=Key Customer Indicator)

Performance Measures for day to day delivery of Key Services

Key Service: Housing Options						
	Performance indicator	Actual performance 2012/13	Target performance 2013/14	Actual performance 2013/14	Target performance 2014/15	Target performance 2015/16
	Key indicators					
KBI 42	Forecast Variant from budget-Housing Options	+ / - 5%			+ / - 5%	+ / - 5%
KPI 45	Number of households making homeless applications (annual monitored monthly)	164		160	170	195
KPI 46	% of homeless applications accepted as statutory homeless	17%		14%	20%20	23%
KPI 47	Number of homelessness events prevented	28		45	70	60
KCI 41	Housing Options: % of customers who are satisfied or very satisfied with the service	79%		76%	75%	90%

Key Service: Housing Enabling

Key Service: Housing Enabling						
	Performance indicator	Actual performance 2012/13	Target performance 2013/14	Actual performance 2013/14	Target performance 2014/15	Target performance 2015/16
	Key indicators					
KBI 43	Forecast variant from budget	+ / - 5%			+ / - 5%	+ / - 5%
KCI	Housing enabling:	100%		100%	75	75

42	% of partners involved in the delivery of new affordable houses who are satisfied or very satisfied with the service						
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Key Service: Private Sector Housing

	Performance indicator	Actual performance 2012/13	Target performance 2013/14	Actual performance 2013/14	Target performance 2014/15	Target performance 2015/16
	Key indicators					
KBI 46	Forecast variant from budget	+ / - 5%			+ / - 5%	+ / - 5%
	Number of properties brought up to the Decent Homes Standard	690		400	800	900
KPI 52	Disabled Facilities Grants: Average time taken end to end to complete adaptation works(days)	19 wks		18 wks	16	16
KCI 43	% of customers who are satisfied or very satisfied with the Private Sector Housing service	99%		100%	75	75

Key Service: Environmental Health

	Performance indicator	Actual performance 2012/13	Target performance 2013/14	Actual performance 2013/14	Target performance 2014/15	Target performance 2015/16
	Key indicators					
KBI 47	Forecast variant from budget- Environmental Health	N/a			+ / - 5%	+ / - 5%
KPI 54	Average time taken to respond to initial request for environmental health service (days)	1.5 dy		1 dy	4	4
KPI 56	Percentage of environmental health requests for service completed within stated service standard (60 days)	83%		93%	75%	75%
KCI 44	Percentage of customers who are satisfied or very satisfied with the environmental health service	96%		100%	80%	80%

Key Service: Licensing						
	Performance indicator	Actual performance 2012/13	Target performance 2013/14	Actual performance 2013/14	Target performance 2014/15	Target performance 2015/16
	Key indicators					
KBI 51	Forecast Variance from budget - Licensing				+ / - 5%	+ / - 5%
KPI 59	Percentage of licenses issued on time	98%		98%	80%	80%
KCI 47	Percentage of customers who are satisfied or very satisfied with the licensing service	75%		100%	70%	70%

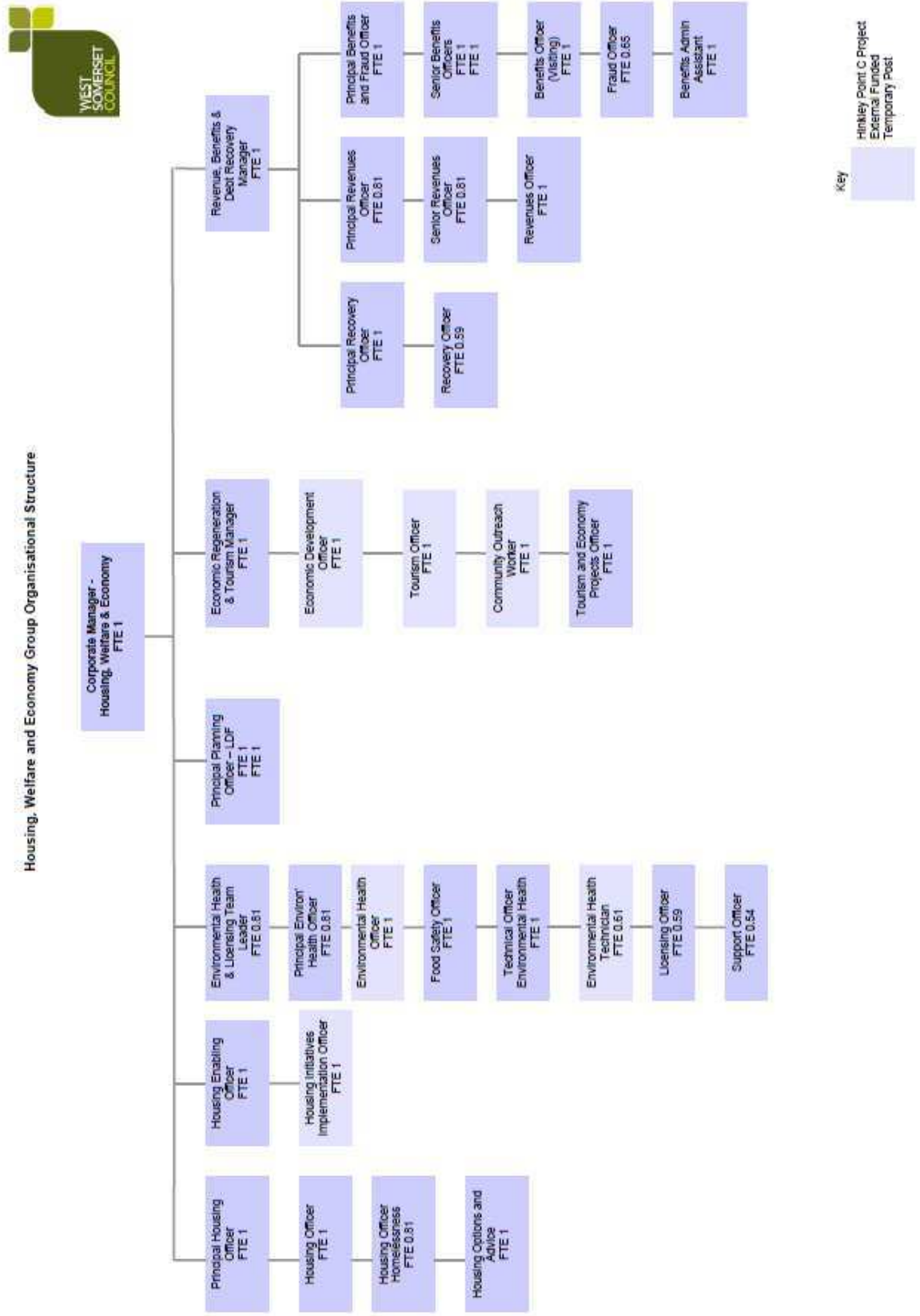
Key Service: Benefits						
	Performance indicator	Actual performance 2012/13	Target performance 2013/14	Actual performance 2013/14	Target performance 2014/15	Target performance 2015/16
	Key indicators					
KBI 2	Forecast variance against budget					
KBI 3	% of "Local Authority" error against overall expenditure	0.16%		0.12%	Less than 0.48%	
KPI 5a	Average processing times for new claims	16.62		18.14	16.5 days	
KPI 5b	Average processing times for Change of Circumstances					
KCI	Percentage of customers who are satisfied or very satisfied with the benefits service					

Key Service: Revenues						
	Performance indicator	Actual performance 2012/13	Target performance 2013/14	Actual performance 2013/14	Target performance 2014/15	Target performance 2015/16
	Key indicators					
KBI 2	Forecast variance against budget					

KPI 10	Council Tax Annual Collection Rate	97.7%		97.5%	98.3%	
KPI 12	Business Rates Annual Collection Rate	98.2%		98%	98.5%	

4. Resources summary

Organisational Chart



STAFF – Total of 30.83 FTE’s

SERVICE AREA	Directly employed staff	+ Additional resources/Capacity/External Support
Group Manager	0.7 FTE	<i>Likely to increase significantly</i>
Environmental Health & Licensing	5.36 FTEs	<i>(Includes 1.61 FTEs Hinkley Point) will need to amend based on Kay and KimL return etc</i>
Housing Enabling	2 FTEs	<i>(Includes 1 FTE Hinkley Point)</i>
Planning Policy	2 FTEs	
Housing Options	3.81 FTEs	
Private Sector Housing		13 FTE via Private sector housing partnership
Civil Contingencies	0.1 FTE	8 FTE via Somerset Local authorities Civil Contingencies Partnership
Dog and Pest Control		Contracted Dog/Pest Control service staff
Economic Regeneration & Tourism	5 FTEs	<i>(Includes 3 FTEs Hinkley Point)</i>
Debt Recovery	1.79 FTEs	
Revenues	3.12 FTEs	
Benefits	6.95 FTEs	

BUDGET (2013/14) – Totalling £

Licensing	
Housing Bed & Breakfast	
Housing Temporary Accommodation	
Housing Homelessness Admin	
Housing Enabling	
Housing Private Sector Renewal	
Planning Policy	
Housing Staff	
Food Safety	
Environmental Health	
Environmental Health Staff	
Economic Development	
Tourism	
GM Housing & Economy	
Revenues	
Benefits	



**SERVICE PLAN for
Environment, Customer & Community**

Lead Officer	-	
Lead Member	- Cllr Anthony Trollope-Bellew	
Other Lead Members	- Cllr Dave Westcott	
	- Cllr Kate Kravis	
	- Cllr Karen Mills	
	- Cllr Chris Morgan	
		Ver.0.2

Document title	Environment, Customer & Community Group Service Plan
Author of document	??????
Authorised date	
Authorising authority	Cabinet
Authorisation information	
File name	2014 - 15 Service Plan Environment, Customer & Community.doc
File format	MS Word document

Version Number	Purpose/Changes	Author	Date

1. Service details, achievements and challenges

Summary of the main services

Full Service Directory available as [Appendix B]

Who we are, what we do, why we do it and who our customers are

The Environment, Customer and Community Group provide a range of services that aligns with the Council's corporate priorities.

There is support from sub-contractors such as Kier (MG) , Veolia, Northgate and C J Lynch, equating to approximately 40 of their total number of employees.

The majority of the work is front line and involves considerable interface with members of the public.

The specific services range from building control, street scene, development control, grounds maintenance, information services, waste management to customer services and estate management. All of these are directly linked to our customers in one form or another and the performance of the group is invariably very visible.

A number of the services are 'statutory' and therefore place a legal duty on the Council to provide them.

A comprehensive range of performance indicators enable the monitoring of the service levels and customer satisfaction. There are also systems in place to track the individual and overall budget expenditure.

Lead Member - Councillor Anthony Trollope-Bellew

Waste management – a statutory function and deals primarily with household waste collections and kerbside recycling. It is delivered through a partnership arrangement involving all of the Somerset Authorities and the prime service provider, Kier (MG) . It is a significant area of expenditure for West Somerset Council, being in excess of £1m per annum.

Streetscene – a statutory function and is currently an outsourced service to Veolia Ltd via an SLA until September 2015. The agreement provides for street cleaning, public convenience cleaning and minor maintenance (non-statutory), litter bin servicing and removal of fly-tipped waste.

Street nameplate maintenance – a statutory function that is currently provided via the in-house car parking services staff.

Development control – this is a statutory function delivered by an in-house team. Development control 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 control 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.

Grounds maintenance – a discretionary service delivered by a small in-house team. Based at a leased depot in Minehead that is co-shared with the streetscene contractors, a Somerset Waste Partnership representative and the car parking services team. The staff provides a variety of additional services such as support to the Farmers Markets, traffic control orders and other general duties on behalf of the Council.

Play areas – discretionary service that provides for the maintenance for a number of play areas within the District.

Building control – a statutory function delivered by three qualified members of staff and part time administrative support. The prime function is the administration of the Building Regulations, consisting of chargeable and non-chargeable activities. Dealing with Building Regulations applications, passing or rejecting plans and carrying out site inspections, dealing with reversion or regularisation applications and providing substantive pre-application advice are chargeable and the cost of delivering this service must, by law, be cost neutral to the council tax payer and covered by users of the service. Non-chargeable Building Regulations functions include liaison with statutory authorities, enforcement action, general advice and administering the Building Regulations in relation to provision of disabled facilities. The service operates in competition with private building control bodies (Approved Inspectors) and therefore levied charges are critical to maintain market share whilst covering costs. Other Building Control functions include dealing with dangerous structures and demolitions.

Coastal management – a statutory function that is undertaken in partnership with neighbouring Authorities. This is an active area of work is the delivery of the Shoreline Management Plan '2' that recommends coastal management policy scenarios in selected areas of the coast line in 25, 50 and 100 year periods.

Harbours – the Council currently operates two harbours and is a statutory harbour authority. The facilities are located at Watchet and Minehead and provide a strong link with tourism within the area

Abandoned vehicles – a statutory function that is facilitated by in-house staff. This is a low volume area of work at the present time due to the current economic climate requiring metals for recycling but it has been problematic in previous years.

Climate Change - managing data for the authority's greenhouse gas emissions, as well as identifying and implementing suitable CO₂ reduction projects within West Somerset authority, plus working with partners to deliver on the West Somerset Climate Change Strategy (WSSCCS).

 **Lead Member - Councillor Karen Mills**

Car parks – a discretionary service but provides vital income, in excess of £400,000 per annum, to the Council. The small team undertakes cash collections and minor maintenance to the meters in addition to providing supporting roles such as maintaining street nameplates.

 **Lead Member - Councillor Dave Westcott**

Community Liaison – this is a discretionary function but is viewed as essential in anticipation of rapid and significant changes facing the Authority in the coming years. The role will undertake consultations with Town and Parish Councils and implement arising actions wherever it is possible.

Community Safety - encompasses a range of different activities aimed at enhancing the quality of life for the residents of and visitors to West Somerset. This is achieved through a range of partnership initiatives including our statutory duties under the Crime and Disorder Act. Close working is maintained with the local Police and various preventative measures including alcohol designation zones and dispersal orders have been introduced to tackle anti social behaviour. CCTV in Minehead is delivered through the coordinator and some notable successes have been achieved which include the recruitment of a number of volunteers to monitor the images and provide liaison with Police. This input has been recognised with the award to the volunteers of a commendation from the Chief Superintendent of Police. The introduction is currently being embodied in the service delivery.

Community Development - this is a discretionary function with the officer working closely with communities, especially in the Quantocks, Williton and Watchet. To provide advice and support in community planning and community engagement. By engaging with members of the community and key partners over priorities, identifying appropriate projects that are of benefit to that community, overseeing the application delivery, providing high quality and professional advice relating to project and financial management to project sponsors and ensuring the best use of resources and maximizing income. Assist project sponsors to lever in match funding, grant aid and any other form of financial support from other sources where possible and support the monitoring and evaluation of the project as it is delivered.

Customer Access - This is a discretionary function but is viewed as essential in that it enables the council to respond to customers using the council main telephone number and provides reception cover at West Somerset House and the Contact Centre in Minehead. The service 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.

Public Conveniences - a discretionary service currently provided by Veolia Ltd through a recently negotiated service level agreement (SLA) until September 2015.

Lead Member - Councillor Kate Kravis

Asset management – the group is responsible for the overall management of the Council's estate and there is a monthly staff and portfolio holders meeting which is held monthly.

ICT - 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. The Gov Connect accreditation is required to communicate with central government. Other aspects of ICT are discretionary but vital to service delivery and supporting other statutory functions.

Lead Member - Councillor Chris Morgan **New Nuclear Hinkley Point** - To coordinate and lead on all actions relating to the delivery of the Hinkley Point Corporate Priority.

Major Projects - is a statutory function delivered via an in-house team with specialist capacity from consultants when needed. The Major Projects Team is responsible for meeting the targets set out in the Service Level Agreement that the Council has with EDF Energy in relation to its development project at Hinkley Point C for a new nuclear power station. The team considers submissions made by EDF Energy to discharge a range of complex planning conditions and submissions to discharge planning obligations pursuant to the Section 106 Agreement, which the Councils signed with the developer in January 2012. The Major Projects Team is also responsible for the operation of the Planning Obligations Board for Hinkley Point and will consider submissions for funding from the Community Impact Mitigation Fund, the Housing Fund and the Economic Development Fund, presenting their recommendations to the Planning Obligations Board.

Where are we now?

Key service achievements during 2013/4

In 2013/4, Environment, Customer & Community key achievements were:

- A funding bid of £205k for the WS Advice Bureau was successful.
- Additional CCTV coverage for Watchet was achieved.
-
-
- The Development Control PI's achieved 100% for Quarter 2.
-

Key challenges for the service during 2014/5

In 2014/5, the key challenges for Environment, Customer & Community will be:

- Extreme weather conditions due to climate change such as flooding and/or prolonged periods of snow.
- Implementing the NSL contract for off-street parking.
- A reducing revenue income from services such as car parking and building control.
- Service continuity following the TDBC/WSC staff mergers.
-

Section 2 – Key actions showing how changes will be achieved

Actions to deliver key tasks in the Corporate Plan

Priority: 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

<p>Key Task: 3.1 To 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</p>	3.1.1	Review and publish the agreed Expression of Interest Form for the Community Impact mitigation fund with the joint Planning Obligations Board	March 2015	James Holbrook Kate Kravis
	3.1.2	Review and publish an agreed Funding Strategy for the community impact mitigation fund with the joint Planning Obligations Board	March 2015	James Holbrook Kate Kravis
	3.1.3	Review and publish an agreed set of Frequently Asked Questions for the community impact mitigation fund with the joint Planning Obligations Board	March 2015	James Holbrook Kate Kravis
	3.1.4	Review and publish an agreed set of Guidance Notes for the community impact mitigation fund with the joint Planning Obligations Board	March 2015	James Holbrook Kate Kravis
	3.1.6	Publish agreed set of principles for the operation of the Board with the joint Planning Obligations Board	March 2015	James Holbrook Kate Kravis
	3.2.1	Review and operate an agreed communications strategy with the joint Planning Obligations Board	August 2014	James Holbrook Kate Kravis
	3.2.2	Maintain the Councils website, hosting the funding information and outputs from Key Task 3.1	March 2015	Ian Groves Kate Kravis
	<p>Key Task: 3.2 To improve the community's understanding of the funding available from WSC and Somerset Community Foundation through</p>			

<p>production of a communications strategy to be launched once each phase of funding becomes available</p>	<p>3.2.3</p>	<p>Work with key affected communities to advise and explain process for accessing funding opportunities</p> <ul style="list-style-type: none"> Organise a high quality conference aimed at inspiring and instilling vision within the Community with fringe events aimed at raising capability and skills by March 2015. Develop in partnership key priorities for the communities of West Somerset that will strategically influence and guide project development and delivery by September 2014. Build resilient and strong partnerships that can deliver and lead community projects that meet current and future local needs and wants by March 2015. 	<p>March 2015</p>	<p>Angela Lamplough Dave Westcott</p>	
<p>Key Task: 3.3 To support the community during the bidding process, maximising the number of successful bids and potential investment in West Somerset</p>	<p>3.3.1</p>	<p>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</p>	<p>March 2015</p>	<p>Angela Lamplough Dave Westcott</p>	
	<p>3.3.2</p>	<p>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.</p>	<p>March 2015</p>	<p>Ian Timms Kate Kravis</p>	
	<p>3.3.3</p>	<p>Present recommendations from the bi-monthly Planning Obligations Board meeting to Cabinet / Council for approval</p>	<p>March 2015</p>	<p>James Holbrook / Ian Timms Kate Kravis</p>	
	<p>3.4.1</p>	<p>Develop, using existing evidence, an investment strategy for the leisure contributions</p>	<p>Nov 2014</p>	<p>Angela Lamplough Dave Westcott</p>	
<p>Key Task: 3.4 By March 2015 develop a programme of investment within West Somerset for the leisure funding provided directly to the council from the development at</p>	<p>3.4.2</p>	<p>Identify and secure match funding opportunities for the leisure contributions and submit proposals to the WSC Planning Obligations Group</p>	<p>January 2015</p>	<p>Angela Lamplough Kate Kravis</p>	

Hinkley Point	3.4.3	Present funding allocations to Cabinet / Council for approval	March 2015	Angela Lamplough Kate Kravis
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Part A			
Measures of Success for the Corporate Priorities – Objective 3			
	Performance Measure	Target performance 2014/15	Target performance 2015/16
	Ten projects in West Somerset will have an approved funding bid by March 2015		Target performance 2016/17
	At least two Council promoted projects will have received the necessary funding approvals by March 2015		

Priority: NEW NUCLEAR DEVELOPMENT AT HINKLEY POINT

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

<p>Key Task 6.1 When significant development commences on the Hinkley Point C site to 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</p>	6.1.1	To make at least one planned / un-planned visit to Hinkley Point and associated development sites every 2 months	March 2015	Andrew Goodchild <i>Chris Morgan</i>
	6.1.2	To monitor compliance with planning conditions / requirements and obligations through regular meetings / observations	March 2015	Andrew Goodchild <i>Chris Morgan</i>
	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	March 2015	Andrew Goodchild <i>Chris Morgan</i>
	6.3.1	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 	March 2015	Peter Hughes Dave Westcott
<p>Key Task 6.3 Once the development commences, continue working with partners to implement a range of community safety initiatives raising awareness of the development project, its potential impacts and preventative measures.</p>				

	6.3.2	<p>Ensure partnership structures are in place and sufficiently robust to facilitate positive partnership activity, this includes:</p> <ul style="list-style-type: none"> - Partnership workshops - Continued involvement with the ESLAG (emergency Services And Local Authorities Group) - Engagement with EDFE through regular one-to-ones 	March 2015	Peter Hughes Dave Westcott
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Part A Measures of Success for the Corporate Priorities – Objective 6			
	Performance Measure	Target performance 2014/15	Target performance 2015/16
	Arranging at least six planned and unplanned site visits to the development site and associated development sites by March 2015		Target performance 2016/17
	Responding fully to all complaints made regarding the development within 10 working days		

Priority: NEW NUCLEAR DEVELOPMENT AT HINKLEY POINT

Objective 7

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 By July 2014 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	March 15	Andrew Goodchild Chris Morgan
	7.1.2	Present funding allocations to WSC Planning Obligations Group / Cabinet / Council for approval	March 2015	Andrew Goodchild Chris Morgan

Comment [A1]: James...

<p>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.</p>	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	March 2015	Andrew Goodchild <i>Chris Morgan</i>	
	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	March 2015	Andrew Goodchild <i>Chris Morgan</i>	

Part A				
Measures of Success for the Corporate Priorities – Objective 7				
	Performance Measure	Target performance 2014/15	Target performance 2015/16	Target performance 2016/17
	At least two council promoted projects will have received the necessary funding approvals by March 2015			

Section 3 – Actions to deliver service specific objectives

Actions to deliver service specific objectives

- Changes to the service—not day-to-day
- Any actions identified as a result of undertaking an EIA should be included in this section.
- Any actions identified as a result of customer feedback should be included in this section.
- Actions to address any risks identified by the SWOT analysis

Actions to deliver service specific objectives (including actions to mitigate risks)				
Key Action	KEY ACTION	By When	Responsible Officer/ Lead Member	Status
Objective 1: Responding to the Devolution and Delegation programme, evaluate and recommend options for public services delivery				
B.2.1	Rationalise Public toilet facilities - Watchet, Dunster, Minehead Williton, Cutcombe	See Section 2 - Action 1.4.44	Assistant Director <i>David Westcott</i>	
B.2.2	Re: Public toilets – Evaluate business case submissions from external bodies	March 2015	Assistant Director <i>David Westcott</i>	
B.2.3	Work with Minehead Town Council to share operational costs/ asset transfer for Summerland and Quay West PC's.	Sept 2014	Assistant Director <i>David Westcott</i>	
B.2.4	Grounds maintenance - service alignment with TDBC's DLO.	March 2015	Assistant Director <i>Anthony Trollope-Bellew</i>	
B.2.5	Review & rationalise rural bin round (eg. 6 removed from Porlock Weir)	Sept 2014	Assistant Director <i>Anthony Trollope-Bellew</i>	

Objective 2: Utilise assets			
B.4.1.	Evaluate costs for relocating customer contact centre to update	December 2014	Assistant Director
B.4.2	Sharing space at West Somerset House – eg. TDBC		
B.4.3	Deliver capital assets programme	March 2015	Assistant Director Kate Kravis
Objective 3: Community Safety			
B.6.1	Further develop the countywide work to tackle fly tipping and illegal waste management issues	March 2015	Peter Hughes Dave Westcott
Objective 4: Climate Change			
B.7.1	Publish Greenhouse Gases Report for the Council's own estate for 2013/14	Sept 2014	Angela Lamplough Anthony Trollope-Bellew
B.7.2	Present report to Cabinet detailing the authority's commitment to Climate Local	Dec 2014	Angela Lamplough Anthony Trollope-Bellew
B.7.3	Instigate with partners a 'Parish Flood Warden' in each vulnerable parish/town. Continue to work with partners to help parishes develop emergency plans. Facilitate resolutions to local flooding 'hot spots'	Dec 2014	Ian Timms/Steve Watts Anthony Trollope-Bellew
B.7.4	Deliver coastal erosion scheme at Blue Anchor Hotel Watchet.	March 2015	Assistant Director Anthony Trollope-Bellew

Objective 5: Planning Obligations for WSC Planning Authority Area			
B.8.1	Work with Parish/Town Councils and community groups to facilitate community project development to utilise Planning Obligation for 2014/15 funding.	March 2015	Angela Lamplough Kate Kravis
Objective 6: Localism Act – Assets of Community Value			
B.9.1	Process all community nominations within the timescales as determined by the legislation	March 2015	Angela Lamplough

Service performance measures

Performance Measures for day to day delivery of Key Services

High level indicators to Measure:

- **Cost** (KBI=Key Budget Indicator)
- **People (Staff) / Service provided (output)** (KPI=Key Performance Indicator)
- **Customer satisfaction (external)** (KCI=Key Customer Indicator)

Performance Measures for day to day delivery of Key Services						
Key Service: Street Cleansing						
	Performance indicator	Actual performance 2012/13	Target performance 2013/14	Actual performance 2013/14	Target performance 2014/15	Target performance 2015/16
KBI 82	Forecast variant from budget-Street cleansing	(£1,302)				
KBI 83	Street Cleaning: Cost per household	£22.02				
KPI 103	Street Cleaning: % of service requests actioned within relevant service standard	93%				
KCI 81	Street Cleaning: Number of complaints	7	20			
KP 188	Fly-tipping: % removed within agreed timescale (48 hrs)	88%	75%			
KC 1 84	Fly-tipping: Number of Incidents	78				
Key Service: Waste & Recycling						
KBI 84	Forecast variant from budget-Waste & Recycling	(£8,250)				
KBI 85	Domestic waste-Cost per household	£63.21				
KPI 87	Time taken to restore missed collections (24hrs)	99%	100%			

KPI 86	% of waste recycled (of total waste)	44.07%					
KCI 82	Waste & Recycling Number of complaints	8					
Key Service: Car Parking							
KBI 108	Forecast variant from budget-Car Parking						
KBI 86	Car Parking: Actual income against budget projection - quarterly						

Key Service: Development Control							
Performance indicator							
KBI 91	Forecast variant against budget	(£31,560)					
KBI 92	Actual income against budget projection - quarterly	(£42,411)					
KBI 93	Average cost per planning application processed						
KPI 90a	% of Applications determined within agreed timescale - Major	75%	75%				
KPI 90b	% of Applications determined within agreed timescale - Minor	95%	80%				
KPI 90c	% of Applications determined within agreed timescale - Other	99%	95%				
KCI 86	% of customers satisfied with the service received	96%					

Key Service: Building Control							
Performance indicator							
KBI 95	Forecast variant against budget	£12,783					
KBI 96	Actual income against budget projection - quarterly	(28,732)					
KPI 94	Dangerous structures: % of incidents responded to within 24 hrs						

KPI 92	% of Applications determined within agreed timescale	100%	95%			
KPI 93	% of inspections carried out on day requested	100%	95%			
KCI 87	Customer satisfaction feedback via exit survey	97%				

Key Service: Community Safety

	Performance Indicator	Actual performance 2012/13	Target performance 2013/14	Actual performance 2013/14	Target performance 2014/15	Target performance 2015/16
	Key Indicators					
KBI 54	Forecast variant from budget	(£3,564)	+ / - 5%		+ / - 5%	
	Total hours performed by the CCTV volunteers	New Indicator 13/14				
KPI 62	The total number of evidence packages produced using material captured by CCTV	94	90		100	

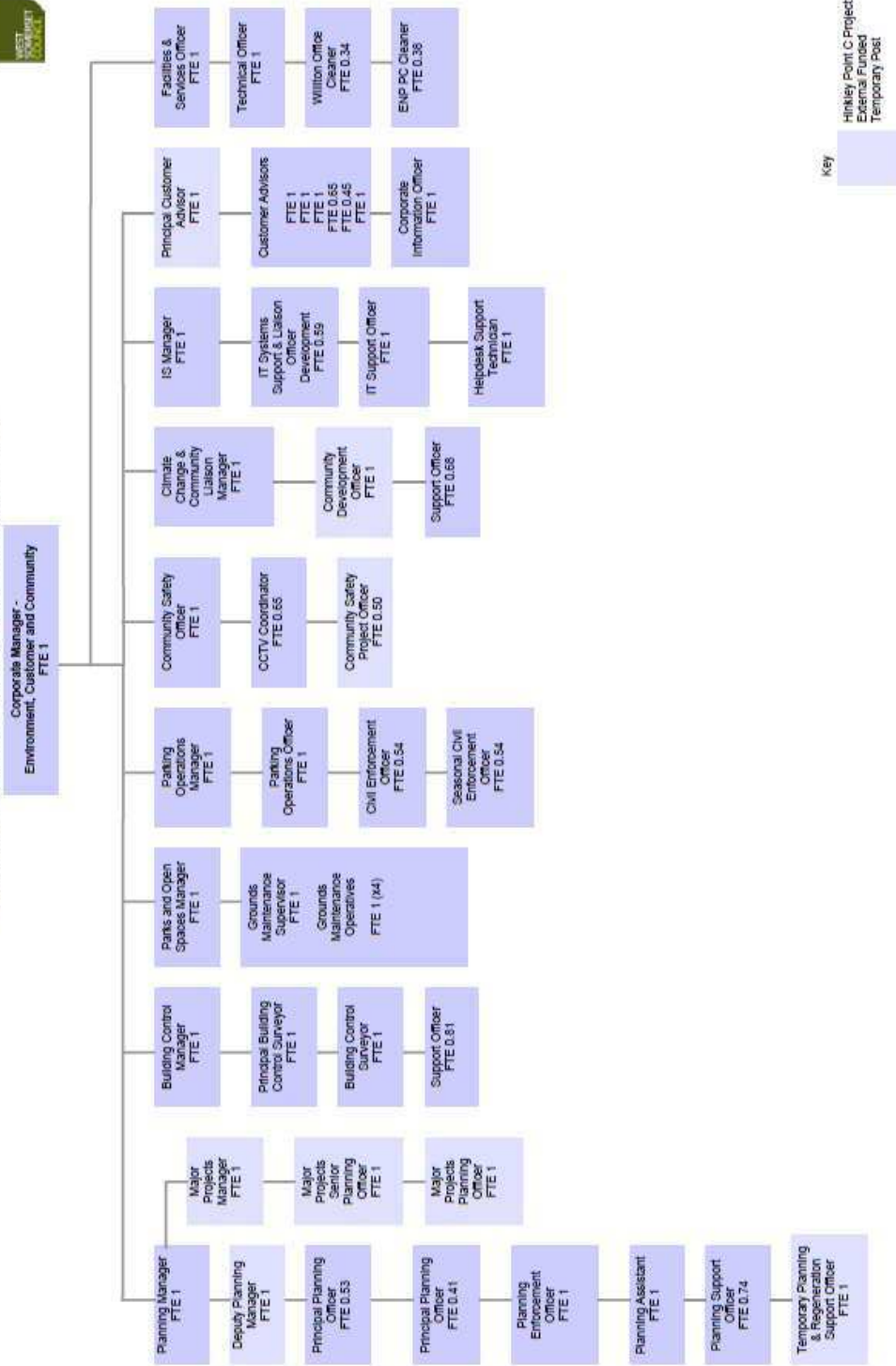
Key Service: Customer Access Services

	Performance Indicator	Actual performance 2012/13	Target performance 2013/14	Actual performance 2013/14	Target performance 2014/15	Target performance 2015/16
	Key Indicators					
KBI 14	Forecast variant from budget					
KPI 25	% of Abandoned Calls	6.75%	>5%			
KPI 26	% of calls to 01643 703704 answered within 4 minutes					
KPI 25	% of calls to 01643 703704 that go to voice mail					
KPI 21	Number of unique visitors to WSC website	87,343	100,000			

Section 4 – Resources Summary



Environment, Customer and Community Group Organisational Structure



STAFF – Total of 39.48 FTE’s (includes 7.5 FTEs Hinkley Point

SERVICE AREA	Directly employed staff	+ Additional resources/Capacity/External Support
Group Manager	0.9 FTE	
Harbours	0.32 FTE	
Car Parks	2.54 FTE	<i>Excludes 0.54 Seasonal Parking Officer</i>
Environment Services. <i>Including:</i>		
- <i>Public Conveniences</i>		
- <i>Street Cleaning</i>	2.34 FTEs	Street Cleaning – Veolia
- <i>Waste Management</i>		Waste Management – Somerset Waste Partnership
- <i>Abandoned Vehicles</i>		Abandoned Vehicles – Veolia
- <i>Coastal Management</i>		
- <i>Asset Management</i>		Simpsons Cleaning
Development Control	10.27FTEs	<i>(Includes 5 FTEs H.Pt)</i>
Grounds Maintenance	6 FTEs	
Building Control	3.81 FTE	
Climate Change	0.19 FTE	
Community Liaison	2.49 FTE	<i>(Includes 1 FTE H.Pt)</i>
Community Safety	2.05 FTE	<i>(Includes 0.5 FTE H.Pt)</i>
Information Services	3.59 FTEs	
Customer Services	7.1 FTEs	<i>(Includes 1 FTE H.Pt)</i>

BUDGET (2012/13) – Totalling £

Roughmoor Depot	
Estates-Assets	
Roughmoor Enterprise Centre	
Estates	
West Somerset House	
Contact Centre. Minehead	
Harbours	
Public Conveniences	
Parking (off-street)	
VIIC	
Parking Staff	
Building Control	
Coast Protection	
Development Control	
Flood Defence	
Open Spaces	
Street Cleansing	
Waste	
Community Development	
Community Links	
Community Safety	
Group Management	



SERVICE PLAN for

Corporate Services

Lead Officer

Lead Member

Other Lead Members

-
- Cllr Tim Taylor
- Cllr Dave Westcott
- Cllr Steven Pugsley
- Cllr Kate Kravis

Ver 0.1

Document title	Corporate & Executive Support Group Service Plan
Author of document	Bruce Lang – Corporate Director
Authorised date	
Authorising authority	Cabinet
Authorisation information	
File name	2014-15 Service Plan CORPORATE&EXECUTIVESUPPORT.doc
File format	MS Word document

Version Number	Purpose/Changes	Author	Date

1. Service details, achievements and challenges

Summary of the main services

Who we are, what we do, why we do it and who our customers are
Full Service Directory available as [Appendix B]

◆ Lead Member – Councillor Tim Taylor

Press & Media is a discretionary 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.

Equalities & Diversity is a statutory service to undertake the general and specific duties set out in legislation to eliminate discrimination and promote equal opportunities and harmonious relations between persons of diverse groups. Training on the issue will be provided to members as part of the induction process following the May 2011 elections and it is intended to undertake in the region of 7 service Equality Impact Assessments during the year. The requirements of the Equality Act 2010 will also need to be implemented and Embedded.

Performance Management is a discretionary service providing framework to plan, do and review the council's services to increase efficiency, quality and customer satisfaction. A comprehensive Corporate calendar for the process has been developed which includes monthly 1-2-1 and team meetings as well as milestone dates for preparation and monitoring activities and reports to committees.

Corporate Improvement is a discretionary service that co-ordinates actions that enhance service provision for customers and improves the Council's reputation. Now that there is no 'Improvement Board' as such the focus is on specific service improvement to deliver efficiencies whilst enhancing/maintaining customer satisfaction.

Scrutiny Committee Support is a statutory service that provides support to facilitate the scrutiny of cabinet decisions and make recommendations as appropriate. The committee holds monthly meetings and usually will have in the region of 3 to 5 substantive items on each agenda.

Standards Committee Support is a statutory service that supports the work of the Standards Committee to promote and maintain high standards of local authority conduct in the district, town and parish councils in West Somerset. The committee meets 6 times a year and also convenes panels and hearings (around about 6 a year) to consider formal complaints about the conduct of councillors.

Corporate Services: Information compliance (DPA, FOI, EIR) is a statutory requirement of the corporate information team. Complaints and compliments administration is discretionary although essential. Management of the Local Land Property Gazetteer (LLPG) and Street naming and numbering are statutory functions. Accurate & accessible statistical information for day-to-day work and decision making using consultation, community engagement and records management are essential although discretionary. Street Naming and Numbering and Ordnance Survey Authority Liaison is statutory and GIS support which is discretionary but essential.

 **Lead Member – Councillor Dave Westcott**

Local Land Charges: This statutory service maintains and updates the land charges register with conditions from planning decisions together with information provided by the Exmoor National Park Authority, Somerset County Council and the Geographic Information System (GIS) The service assists personal searches of the register.

 **Lead Member – Councillor Steven Pugsley**

Electoral Services: This is a statutory service responsible for publishing the electoral register on 1 December each year after a canvass audit of all households. Throughout the year rolling registration is available. The service is also responsible for Elections management.

Member Services: 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, the Chairman of Council and Member support including training and development and large scale photo-copying and general ordering.

★ **Lead Member – Councillor Kate Kravis**

Legal: provides legal advice to council officers through a partnership with Mendip District Council. 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. A full-time employee of West Somerset Council acts as a point of contact within the Council’s establishment, and as a conduit between the two councils. This is a statutory function.

HR: provides operational and strategic advice on matters associated with staffing, employment legislation, policies and procedures including internal health and safety.. A part-time employee of the council provides the day-to-day contact for all staff and management, plus additional, strategic advice is bought-in via a consultant, for between 1 and 2 days a week. The service is largely discretionary but it is good practice to provide many of the aspects currently provided. Pay and grading terms and equalities act considerations are statutory.

Finance – Prepares statutory financial statements in accordance with reporting standards. Sets, monitors and reports to Management and Members against the budget for each financial year. Pays invoices on behalf of all council departments, and makes salary and subsistence payments to staff and Councillors. Many aspects of the service are discretionary but vital to the financial control of the authority’s spending. Preparation of accounts, government returns and tax-base work is statutory.

Internal Audit – Provides assurance on fraud, financial and risk management processes. Acts as a whistle-blowing contact point for staff and members of the public. Undertakes internal reviews in relation to matters of misconduct, internal fraud or theft. The requirement to maintain an adequate system of internal control is part of the accounts and audit regulations, and is therefore deemed to be statutory.

Where are we now?

Key service achievements during 2013/14

In 2013/14, the Corporate Services Team's key achievements were:

- *Sustained resilience and acceptable levels of service including developing Plan Bs*
- *Successful delivery of West Somerset element of Somerset County Council elections*
- *Staying on course for delivery of new Individual Electoral Registration process*
- *New Standards regime and Assets of community value processes embedded and reviewed*
- *Annual Satisfaction survey undertaken, analysed and fed into service planning process*

Key challenges for the service during 2014/15

In 2014/15, the key challenges for Corporate Services will be:

- *Sustaining acceptable levels of day to day services whilst the shared services and workforce project is being implemented*
- *Implementing the new Individual Electoral Registration process*
- *Dealing with the West Somerset element of the European Parliamentary Elections*
- *Developing processes and ways of working to effectively support and deliver corporate services to two separate and sovereign Councils*

2. Actions to deliver the Corporate Plan and measures of success

Actions to deliver key tasks in the Corporate Plan



Key Task	Action Ref	KEY ACTION	By When	Responsible Officer/ Lead Member	Status
Priority: LOCAL DEMOCRACY					
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					
Deliver 2014/15 budget savings and income generation by April 2015.					
Achieve savings of £83,655 as a proportion of the overall savings from the WSC budget					
2.1.10		Interest payments due on external loans (£42,850) – repayment of existing loan – ensure budget has been reduced	July 2014	Bruce Lang/Kate Kravis	
2.1.11		External Audit (£2,982) – Decrease in Audit fee – ensure budget has been reduced	April 2014	Bruce Lang/Kate Kravis	
2.1.12		Staff- Post 83 Accounting Technician (£26,423)- vacant post to be deleted – ensure budget has been reduced	April 2014	Bruce Lang/Kate Kravis	
2.1.13		Staff –shared senior management (£11,400) – ensure budget has been reduced	April 2014	Bruce Lang/Kate Kravis	

Part A Measures of Success for the Corporate Priorities

Performance Measure	Target performance 2014/15	Target performance 2015/16	Target performance 2016/17
No SPECIFIC MEASURES REQUIRED			

3. Actions to deliver service specific objectives

Changes to the service—not day-to-day
 Any actions identified as a result of undertaking an EIA should be included in this section.
 Any actions identified as a result of customer feedback should be included in this section.
 Actions to address any risks identified by the SWOT analysis

Part B - Actions to deliver service specific objectives (including actions to mitigate risks)				
Key Action	KEY ACTION	By When	Responsible Officer/ <i>Lead Member</i>	Status
	Objective B.1: That by March 2015 Corporate Services should be integrated into the shared services project with Taunton Deane Borough Council			
B 1.1	Clear arrangements in place to enable the smooth continuation of the provision of day to day corporate services for West Somerset Council	April 2014	Bruce Lang/Tim Taylor	
				
B 1.2 B	Continuation of provision of day to day corporate services to West Somerset Council whilst the shared services and workforce project is being implemented in accordance with the agreed Business Case.	Ongoing until end March 2015	Bruce Lang/Tim Taylor	
Objective 2: Running the WSC element of European Parliamentary elections				
B.2.1	Preparation & implementation of the WSC component of the election	May 2014	Bruce Lang Steven Pugsley	
Objective 3: To Implement the new Individual Electoral Registration Process				
B.3.1	To complete the live data matching run	End May 2013	Bruce Lang/ Steven Pugsley	
B.3.2	To have the new Individual Electoral Registration process up and running.	End June 2013	Bruce Lang/ Steven Pugsley	

Service performance measures

High level indicators to Measure:

- **Cost** (KBI=Key Budget Indicator)
- **People (Staff) / Service provided (output)** (KPI=Key Performance Indicator)
- **Customer satisfaction (external)** (KCI=Key Customer Indicator)

Performance Measures for day to day delivery of Key Services

Key Service: Electoral Services

	Key Performance indicator	Actual performance 2012/13	Target performance 2013/14	Actual performance 2013/14	Target performance 2014/15	Target performance 2015/16
KBI 10	Forecast variant from budget					
KPI 17	% Turnout for local elections			22%	45%	45%
KPI 16	Form 'A's returned after personal visits and before internal checks			92%	90%	90%

Performance Measures for day to day delivery of Key Services

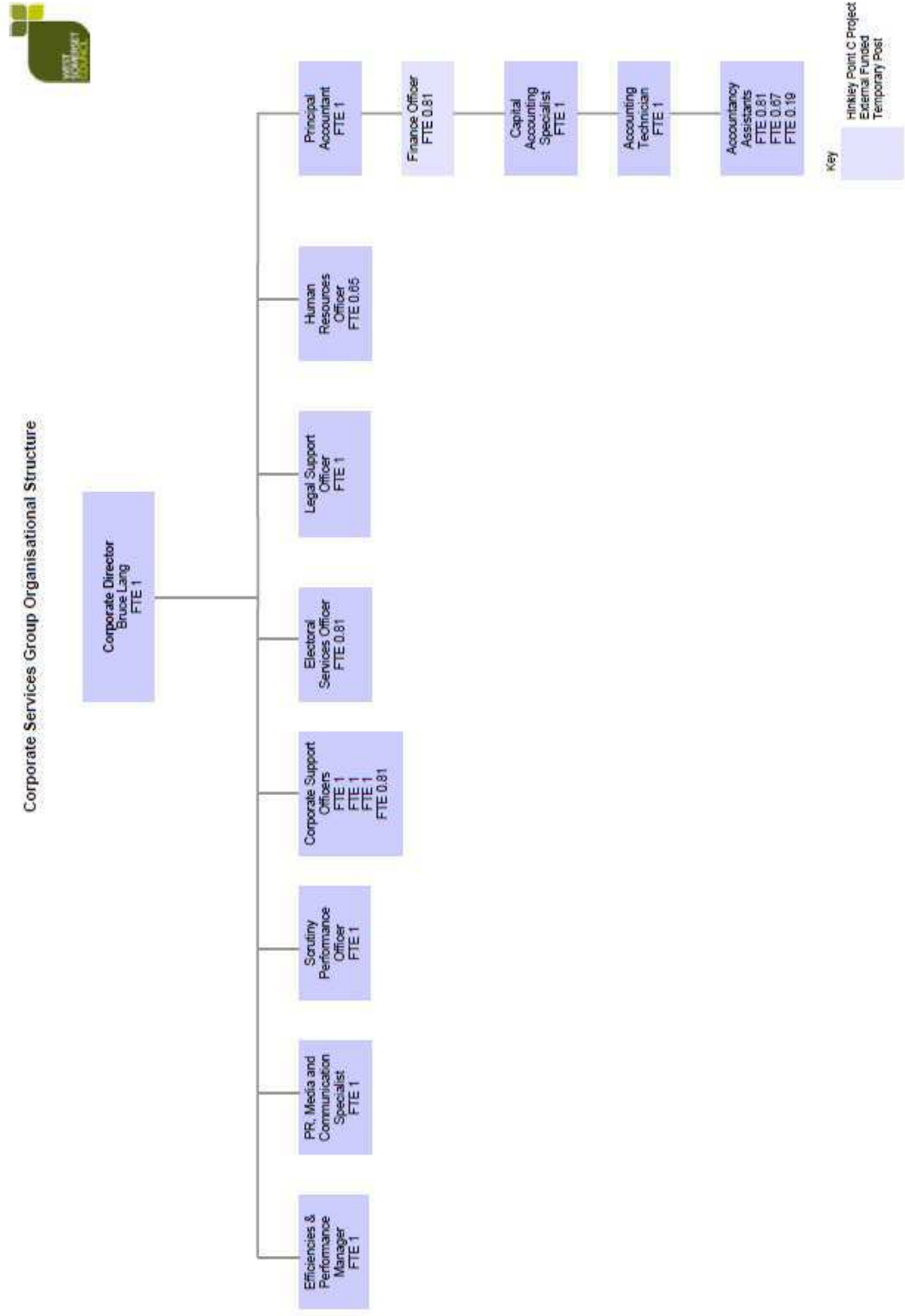
Key Service: Finance

	Key Performance indicator	Actual performance 2012/13	Target performance 2013/14	Actual performance 2013/14	Target performance 2014/15	Target performance 2015/16
KBI 130	Forecast variant from budget					
KPI 132	% Invoices paid within 30 days			97.3%		90%

4. Resources summary

See Appendix A for detail.

Organisational Chart



STAFF – Total of 13.76 FTE's -

SERVICE AREA	Directly employed staff	+ Additional resources/Capacity/External Support
<i>Equalities & Diversity:</i>	0.2 FTE	
<i>Performance Management</i>	0.8 FTE	
<i>Corporate Improvement</i>	0.6 FTE	
<i>Scrutiny Committee Support.</i>	0.5 FTE	
<i>Standards Committee Support</i>	0.1 FTE	(BL)
<i>Corporate Services:</i>	1 FTE	
<i>Local Land Charges:</i>	0.9 FTE	
<i>Electoral Services:</i>	0.7 FTE	
<i>Member Services:</i>	2.02 FTE	
<i>Legal</i>	1 FTE	+ legal support from Mendip Legal Partnership
<i>HR</i>	0.65 FTE	+0.2 FTE from independent consultant
<i>Finance</i>	5.29	(Incl 0.81 FTE H.Pt)

BUDGET (2014/15) – Totalling £n,nnn,nnn

Assistant Chief Executive	£
Executive Support	£
Member Services:	£
Electoral Services:	£
Local Land Charges:	£
Corporate & Democratic Core	£
Postage	£
Communications Team	£
Legal	£
HR	£
FINANCE	£



SERVICE PLAN for

Corporate Management

Lead Officer

Lead Member

Other Lead Members

- Penny James

- Cllr Tim Taylor

- Cllr Kate Kravis

- Cllr Dave Westcott

- Cllr Steven Pugsley

Ver.0.1

Document title	Corporate Management Service Plan
Author of document	Penny James – Joint Chief Executive
Authorised date	
Authorising authority	Cabinet
Authorisation information	
File name	2014-15 Service Plan CORPORATE MANAGEMENT.DOC
File format	MS Word document

Version Number	Purpose/Changes	Author	Date

1. Service details, achievements and challenges

Part A - Summary of the main services

Full Service Directory available as [Appendix A]

Who we are, what we do, why we do it and who our customers are

Corporate Management is the collective and individual strategic activity of the members of the Corporate Management Team to mobilise the resources available to deliver the Council's strategic objectives. This involves making strategic decisions that impact on the whole of the organisation and acting as the interface between the operational and political dimensions. This is a discretionary activity which includes the statutory roles of Head of Paid Service, Section 151 Officer and Monitoring Officer when acting corporately.

Where are we now?

Key service achievements during 2013/14

In 2013/14, the Corporate Management Teams key achievements were:

Evolving a Medium Term Financial plan to provide a platform for sustaining long term financial sustainability

Reaching agreement with Taunton Deane Borough Council to implement a business case to deliver shared management and services

Reaching agreement with EDF energy to maintain the Council's readiness to respond in an appropriate timely manner to mitigate the impacts that a recommencement of work on the proposed new nuclear development at Hinkley Point will have on local communities and the environment.

Continuing to manage day to day operation of the council to maintain service delivery at any acceptable level whilst delivering the achievements listed above.

Key challenges for the service during 2014/15

In 2014/15, the key challenges for Corporate Management will be:

financial viability

- changing external influences

- *staff - morale, retention/recruitment responding to emergencies*

To implement the agreed business case to deliver joint management and shared services with Taunton Deane Borough Council.

To deliver additional savings/efficiencies over and above those emanating from the shared services business case to ensure financial sustainability

To maximise opportunities for West Somerset communities and businesses to benefit from the proposed new nuclear development at Hinkley Point

To protect local communities and the environment in relation to the proposed new nuclear Development at Hinkley Point

To continue to manage day to day operation of the council to maintain service delivery at an acceptable level whilst addressing the challenges listed above

2. Actions to deliver the Corporate Plan and measures of success

Actions to deliver key tasks in the Corporate Plan

Key Task	Action Ref	KEY ACTION	By When	Responsible Officer/ Lead Member	Status
Priority: LOCAL DEMOCRACY					
Objective 1					
Local democracy and accountability remains within West Somerset by <i>working with Taunton Deane Borough Council to establish and implement shared service delivery models that deliver effective, efficient services</i>					
Key Task 1.1 Working with TDBC to establish and implement shared services by April 15. With Tiers 2,3 & 4 in place, design the proposed structures by 31 st May and implement by 1 st Aug 2014 for service leads/supervisors With service leads/supervisors in place, design the proposed structures by 31 st Oct and implement by 1 st Feb 2015 for service teams Key Task 1.2 Undertake the work required to deliver the shared services implementation plan including: Subject to acceptance of the business cases, implement the proposals for service transformation of Legal Services &	1.1.1	JMT to receive and sign off the proposed structures for service leads/supervisors	31 st May 2014	Shirlene Adam	
	1.1.2	Recruitment process undertaken and service leads/supervisors structure in place	1 st Aug 2014	Shirlene Adam	
	1.1.3	JMT to receive and sign off the proposed structures for Service Teams	31 st Oct 2014	Shirlene Adam	
	1.1.4	Recruitment process undertaken and Service Teams structure in place	1 st Feb 2015	Shirlene Adam	
	1.2.1	Legal Services – take business case through the democratic process	1 st July 2015	Bruce Lang	
	1.2.2	Legal Services - Implement the approved business case in accordance with the agreed timescales	31 st Mar 2015	Bruce Lang	
	1.2.3	Building Control - take business case through the democratic process	1 st July 2015	Chris Hall	
	1.2.4	Building Control -Implement the approved business case in accordance with the agreed timescales	31 st Mar 2015	Chris Hall	

<p>Building Control as the services identified as suitable for fast tracking and any other fast track opportunities that arise by 31st March 2015</p>	<p>1.2.5 Senior Leadership Team (SLT) to receive and sign off the service transformation programme</p>	<p>Dec 2014</p>	<p>Shirlene Adam</p>
<p>Key Task 1.3 Undertake the technology actions to support joint working and shared services including the introduction of common platforms for email account/calendars an integrated phone system, printing and flexible office space enabling staff and Members to work more effectively by 31st March 2015</p>	<p>1.2.6 Approve the progress of any other fast track/quick wins – including completion of business case and its sign-off via the democratic process</p>	<p>31st Mar 2015</p>	
	<p>1.3.1 Communication line in place between TDBC & WSC</p>		
	<p>1.3.2 Shared domain implemented and rolled out to all staff</p>		
	<p>1.3.3 Shared Intranet – delivering the ICT capability/in place (Sharepoint)</p>		
	<p>1.3.4 SLT to oversee the progress, delivery of the capability and roll-out of ICT functionality in line with the programme plan.</p>		
<p>Key Task 1.4 Undertake HR actions required to support a review of terms and conditions and the implementation of any required changes by 1st April 2015</p>	<p>1.4.1 Terms & Conditions reviewed and any amendments requiring approval to go through the democratic process And working with JUB</p>		
	<p>1.4.2 Review and harmonise policies where appropriate and any changes requiring approval to go through the democratic process</p>		
	<p>1.4.3 ??</p>		
<p>Key Task 1.5 By 31st March undertaken corporate/governance work to review policies and align where necessary, the development of a performance management framework and financial monitoring that supports the requirements of the joint management and shared services programme</p>	<p>1.5.1 Review TDBC & WSC's constitutions and align where appropriate nd any changes requiring approval to go through the democratic process</p>	<p>Dec 2014</p>	<p>Bruce Lang</p>
	<p>1.5.2 Review and align performance Management frameworks of TDBC & WSC where appropriate.</p>	<p>Sept 2014</p>	<p>Shirlene Adam</p>
	<p>1.5.3 ??</p>		

<p>Key Task 1.6 Draft and implement a strategy and supporting plan for internal and external communications to support the shared services and service transformation programme during 2014/15.</p> <p>Key Task 1.7 <i>The way we work...</i></p>	1.6.1	Work with the LGA Comms support re: Comms			
	1.6.2	Internal Comms: - Launch new shared Newsletter - Set up shared Intranet			
	1.6.3	External Comms: - External Partners			
	1.7.1	SLT – Behaviour/communicate/work with/ championing the new culture - Work with teams/service areas that responsible for to cascade the new culture			
	1.7.2	Monitor outcomes & measure Review progress			





Part A				
Measures of Success for the Corporate Priorities - Objective 1				
	Performance Measure	Target performance 2014/15	Target performance 2015/16	Target performance 2016/17
LB1	Level of general reserves is at least £575,000			
LB2	The annual accounts 2013/14 are given an unqualified opinion			
LB3	The percentage West Somerset residents who are satisfied with council services is maintained at the 2013/14 level of 73%			
LB4	Overall satisfaction with the council by residents is maintained at the 2013/14 level of 73%			

Key Task	Action Ref	KEY ACTION	By When	Responsible Officer/ Lead Member	Status
Priority: LOCAL DEMOCRACY					
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 Deliver 2014/15 budget savings and income generation by April 2015.	2.1.1	Monitor the delivery of the 2014/15 savings target of £121,270 and report progress to Performance & Corporate PAG			
	2.1.2				
Key Task 2.2 Identify 2015/16 budget savings and income generation opportunities as part of the budget saving process by Feb 2015.	2.2.1				
	2.2.2				
Key Task 2.3 Monitor and review levels of income from New Homes Bonus and Business Rate Retention and assess any subsequent impact on Medium Term Financial Plan	2.3.1				
	2.3.2				

Part A			
Measures of Success for the Corporate Priorities – Objective 2			
	Performance Measure	Target performance 2014/15	Target performance 2015/16
LB5	New Homes Bonus for 2015/16 is in excess of the accumulated total of £444k (based on 2013/14 figures)		
LB6	Business Rate Retention from economic growth is at least £205,729 in excess of the baseline funding level of £1,050,735		

3. Actions to deliver service specific objectives

Actions to deliver service specific objectives
 Actions to address any risks identified by the SWOT analysis

Part B - Actions to deliver service specific objectives (including actions to mitigate risks)				
Key Action		By When	Responsible Officer <i>Lead Member</i>	Status
	Objective1: To regularly monitor and address risks affecting the Council's abilities to deliver it's objectives			
B.1.1	CMT to undertake a half yearly refresh of the Corporate Risk Register	End Oct '14 End Mar '15	Richard Sealy <i>Tim Taylor</i>	
B.1.2	The reflection of mitigation actions in Service Plans for 'high risk' assessments which are reported in the quarterly performance monitoring reports Determine additional mitigating actions and address through insertion of actions into service plans or corporate plan	July 2014 Oct 2014 Jan 2015	Richard Sealy <i>Tim Taylor</i>	
	Objective2: Monitor and ensure delivery of the Council's governance frameworks			
B.2.1	CMT to monitor its responsibilities under the governance arrangements on a quarterly basis and identify any exceptions.	July 2014 Oct 2014 Jan 2015	Bruce Lang Steven Pugsley	
	Objective3: Deliver the high level performance targets and tasks within the Council's Corporate and Service plans			
B.3.1	Review performance of key Council Services on a Quarterly basis at CMT	July 2014 Oct 2014 Jan 2015	Richard Sealy <i>Tim Taylor</i>	
B.3.2	Agree any corrective action and oversee implementation (through inclusion in appropriate service plan(s))	July 2014 Oct 2014 Jan 2015	Richard Sealy <i>Tim Taylor</i>	
	Objective 4: Monitor and Evaluate the use of the Council's finances to deliver the requirements of the 2012/3 budget.			
B.4.1	CMT to monitor budget spend quarterly	July 2014 Oct 2014 Jan 2015	Shirlene Adam <i>Kate Kravis</i>	

B.4.2	CMT to identify and deliver any necessary corrective action to ensure that overall Council spend stays with approved budget levels	July 2014 Oct 2014 Jan 2015	Shirlene Adam Kate Kravis	
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Objective 5 : Ensure that any contracted services are monitored and commissioned to an appropriate standard				
B81	<ul style="list-style-type: none"> • Review the contract register data ensuring all information is up to date & any new contracts have been added and initiating corrective action if required 	Quarterly	Assistant Director - Resources Kravis	
	<ul style="list-style-type: none"> • 			

Service performance measures

Performance Measures for day to day delivery of Key Services

High level indicators to Measure:

- **Cost** (KBI=Key Budget Indicator)
- **People (Staff) / Service provided (output)** (KPI=Key Performance Indicator)
- **Customer satisfaction (external)** (KCI=Key Customer Indicator)

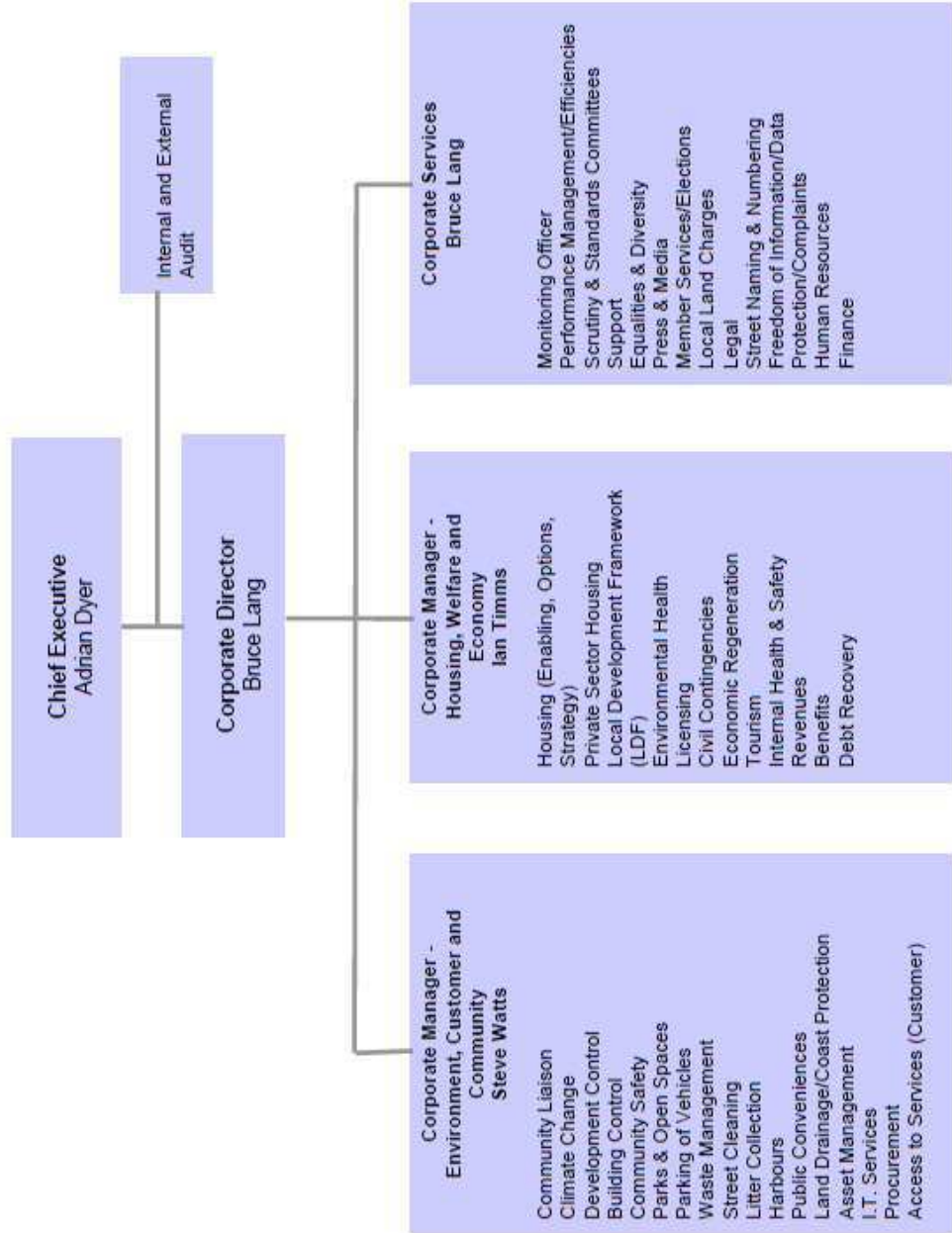
Performance Measures for delivery of Key Services						
CORPORATE MANAGEMENT						
	Key Performance indicator	Actual performance 2012/13	Target performance 2013/14	Actual performance 2013/14	Target performance 2014/15	Target performance 2015/16
KPI 158	Overall Staff satisfaction	Not undertaken 2012	85%		85%	85%
KPI 160	Number of days sickness per FTE	5.54	5		5	5
KCI 145	% of customers satisfied with the council	73.3%	82%		82%	82%
KCI 146	% of customers that think that the council is delivering value for money	75.91%	77%		77%	77%
	Number of complaints received by the Ombudsman	3	7		7	7
KCI 147	% of people who would consider they are treated with respect and consideration	91.40%	90%		90%	90%

4. Resources available

.Organisational Chart - Needs updating from 2014/15



WEST SOMERSET COUNCIL ORGANISATIONAL STRUCTURE



Overall STAFF – Total of 2.5 FTE’s

SERVICE AREA	Directly employed staff	+ Additional resources/Capacity/External Support
<i>Corporate management and delivering corporate priorities</i>	2.5 FTEs	(ADx1 BLx0.8 SWx0.1 ITx0..6)
Corporate Services Group	13.76 FTEs	
Housing & Community Group	30.43 FTEs	
Environment, Community & Customer Group	40.38 FTEs	

Overall BUDGET (2014/15) – Totalling £

<i>Corporate Support Group</i>	£
<i>Housing & Community Group</i>	£
<i>Environment & Services Group</i>	£
<i>Finance and Central Support Group</i>	£

Report Number: WSC 12/14
Presented by: Sam Rawle, Scrutiny & Performance Officer
Author of the Report: Sam Rawle, Scrutiny & Performance Officer
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Report to a Meeting of: Scrutiny Committee
To be Held on: 20th January, 2013
Date Entered on Executive Forward Plan Or Agreement for Urgency Granted: Not Applicable

SCRUTINY REVIEW OF ASSET MANAGEMENT

PURPOSE OF REPORT

- 1.1 To outline the findings of the Task & Finish Group in relation to the review of Asset Management.

CONTRIBUTION TO CORPORATE PRIORITIES

- 2.1 Whilst there is no direct contribution to the delivery of corporate priorities the recommendations in the report are aimed at reducing future financial liabilities and maximising income opportunities

RECOMMENDATIONS

The Task and Finish Group suggest that Scrutiny Committee consider the following recommendations for referral to Asset Management Group for them to contemplate:

- 3.1 Consideration is given to initiating exploratory discussions with Minehead Town Council to gauge interest in the asset transfer of Townsend House to the Town Council.
- 3.2 Consideration is given to obtaining an up to date valuation of a commercial rent from the District Valuer in respect of Blenheim Gardens Café, Minehead.
- 3.3 Consideration is given to initiating exploratory discussions with Minehead Town Council to gauge interest in the asset transfer of Wellington Square to the Town Council.
- 3.4 Consideration is given to initiating exploratory discussions with Minehead Town Council to gauge interest in the asset transfer of Culvercliffe open space to the Town Council.
- 3.5 Consideration is given to initiating exploratory discussions with Minehead Town Council to gauge interest in the asset transfer of various small parcels of land (Minehead) to the Town Council.

- 3.6 Consideration is given to continuing discussions with Watchet Town Council to pursue the asset transfer of the shrub area at Mill Street, Watchet.
- 3.7 Consideration is given to obtaining a valuation for the land at North Hill Road, Minehead known as Molly's Patch with a view to disposal.
- 3.8 Old Gasometer Site, Quay Street - Ownership of this land should be retained.
- 3.9 Consideration is given to commencing discussions with parish and town councils and any other interested groups on the asset transfer of public conveniences.
- 3.10 Consideration is given to entering into dialogue with the Watchet Boat Museum and Watchet Town Council concerning a new lease, including its duration and terms and conditions regarding maintenance requirements,. The objective being to enable Watchet Boat Museum to proceed with seeking grant funding to renovate the building and associated facilities.
- 3.11 Consideration is given to initiating exploratory discussions with Watchet Town Council to gauge interest in the asset transfer of Watchet Library to the Town Council.
- 3.12 To review the former Quay West Radio building should it not form part of the future plans of the Marina Operator
- 3.13 Consideration is given to initiating discussions with West Somerset Railway and Watchet Town Council to explore the potential for an asset transfer of Watchet Footbridge
- 3.14 Consideration is given to initiating discussions with Somerset County Council with a view to an asset transfer of the road bridge at Mill Street.
- 3.15 Consideration is given to initiating discussions with Watchet Town Council to explore the potential asset transfer of the bus shelter at The Cross, Watchet.
- 3.16 Consideration is given to initiating discussions with Dulverton Town Council and Exmoor National Park to explore the potential for an asset transfer of Exmoor Lawns, Dulverton
- 3.17 Consideration is given to initiating discussions with Dulverton Town Council to explore the potential for an asset transfer of the Mill Leat, Dulverton.
- 3.18 Consideration is given to initiating discussion with Somerset County Council to explore the potential of an asset transfer of the road from Barle Bridge to the Caravan Park, Dulverton.
- 3.19 Consideration is given to obtaining a valuation for the land at Upton with a view to disposal.
- 3.20 Consideration is given to initiating discussions with parish/town councils and/or Magna West Somerset to explore the potential of an asset transfer of those playing fields in ownership of the Council.
- 3.21 Consideration is given to initiating discussions with parish/town council to explore the potential of an asset transfer of the non income generating car parks at Crowcombe, Kilve and Withypool.

4. RISK ASSESSMENT (IF APPLICABLE)

Risk Matrix

Description	Likelihood	Impact	Overall
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Risk – There are no significant risks associated with the recommendations in this report			
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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 objective of the review was to investigate the Councils approach to asset management and to make recommendations to ensure that the Councils assets are managed effectively and deliver value for money.
- 5.2 The membership of the task and finish group were:-
- Cllr P Grierson
Cllr M Dewdney
Cllr R Lillis
Cllr P Murphy
- 5.3 In July 2010, WSC agreed a strategy for the devolution and delegation of services to parish and town councils.
- 5.4 The background to the preparation of that strategy was the significant funding gap that the Council was facing at that time. These financial pressures have not gone away and indeed there remains a significant budget gap in future years with even more focus to find savings and efficiencies.
- 5.5 The Task and Finish Group noted that much work had been achieved during 2013/14 working with Parish and Town Councils to transfer assets to local communities.
- 5.6 The Council is currently in talks with a number of parish and town councils concerning the transfer of public conveniences in various locations across the district.
- 5.7 This work was commended, and the task and finish group would encourage a continued focus with regard to the facilitation of the transfer of appropriate assets to the local community.
- 5.8 There is a danger that because of financial pressure's the provision of some discretionary services such as toilets could cease to be provided altogether if the Council has to continue to fund them. Therefore, it was considered to be more important than ever to engage with parish and town councils in order to mitigate the impact of the withdrawal of services on the community.
- 5.9 The Task and Finish Group identified two distinct areas of assets held by the Council during the course of the review, income generating assets and non-income generating assets. In general the recommendations made in paragraph 2 fall into two categories, (a) asset transfer, and (b) disposal.
- 5.10 The Task and Finish Groups recommendations with reasons are detailed below:-

Townsend House (Asset Ref. 72)

Recommendation: Consideration is given to initiating exploratory discussions with Minehead Town Council to gauge interest in the asset transfer of Townsend House to the Town Council.

Reason for Recommendation: The current lease of 99 years is in the name of the trustees of Townsend House. The rent is set at a peppercorn amount of £5 per year. It is a full repairing lease and therefore, although there is no cost to the Council by retaining this asset and there is also little scope in being able to generate additional income by charging a commercial rent.

Further it is acknowledged that Townsend House is considered to be a community asset to the town of Minehead and it is therefore suggested that thought should be given as to whether ensuring its continuing benefit to the local community could be better served by Minehead Town Council.

Blenheim Garden Café (Asset Ref. 88)

Recommendation: Consideration is given to obtaining an up to date valuation of a commercial rent from the District Valuer in respect of Blenheim Gardens Café, Minehead.

Reason for Recommendation: There is some concern as to whether the current annual rent of £1,600 is an accurate reflection of the assets commercial value.

Wellington Square (Asset Ref. 73)

Recommendation: Consideration is given to initiating exploratory discussions with Minehead Town Council to gauge interest in the asset transfer of Wellington Square to the Town Council.

Reason for Recommendation: This is considered to be an unused asset with a potential benefit to the town of Minehead and it is therefore suggested that thought should be given as to whether ensuring its continuing benefit to the local community could be better served at a more local level than the District Council. It would also benefit the District Council by reducing its potential future financial liabilities for maintenance of assets.

Culvercliffe Open Space (Asset Ref. 40)

Recommendation: Consideration is given to initiating exploratory discussions with Minehead Town Council to gauge interest in the asset transfer of Culvercliffe to the Town Council.

Reason for Recommendation: This is considered to be an unused asset with a potential benefit to the town of Minehead and it is therefore suggested that thought should be given as to whether ensuring its continuing benefit to the local community could be better served at a more local level than the District Council. It would also benefit the District Council by reducing its potential future financial liabilities for maintenance of assets.

Various small parcels of land (Minehead) (Various Asset Ref. Nos)

Recommendation: Consideration is given to initiating exploratory discussions with Minehead Town Council to gauge interest in the asset transfer of various small parcels of land (Minehead) to the Town Council.

Reason for Recommendation: These are considered to be unused assets, of no financial value, and are considered to be of no real benefit to the District Council. It is therefore suggested that thought should be given as to whether ownership should be held at a more local level. .

<p>Mill Street, Watchet, Shrub Area (Asset Ref. 169) Recommendation: Consideration is given to continuing discussions with Watchet Town Council to pursue the asset transfer of the shrub area at Mill Street, Watchet.</p>
<p>Reason for Recommendation: This is considered to be an unused assets, of no financial value, and considered to be of no real benefit to the District Council. It is therefore suggested that thought should be given as to whether ownership should be held at a more local level. .</p>
<p>Land, North Hill Road (Molly's Patch) (Asset Ref. 98) Recommendation: Consideration is given to obtaining a valuation for the land at North Hill Road, Minehead known as Molly's Patch with a view to disposal.</p>
<p>Reason for Recommendation: This is considered to be an unused asset that may have some financial value.</p>
<p>Old Gasometer Site, Quay Street (Asset Ref. 109) Recommendation: Ownership of this land should be retained.</p>
<p>Reason for Recommendation: This is thought to be contaminated land and as such it is considered preferable that ownership is retained by the District Council. Any future possible transfer of ownership should be subject to talks with the RNLI who may have plans for an expansion of their adjacent facilities.</p>
<p>Public Conveniences (Asset Ref. 162 & 208) Recommendation: Consideration is given to commencing discussions with parish and town councils and interested groups on the asset transfer of public conveniences.</p>
<p>Reason for Recommendation: Continuing future cost pressures will almost certainly result in serious consideration been given in the not too distant future to the closure of all public conveniences. The Task & Finish Group suggest that preparatory work is initiated to identify alternative solutions that will mitigate the impact of closures on tourism and the community. It was acknowledged that the Service Level Agreement with Veolia expires in October 2015.</p>
<p>Watchet Boat Museum (Asset Ref. 173) Recommendation: Consideration is given to entering into dialogue with the Watchet Boat Museum and Watchet Town Council concerning a new lease, including its duration and terms and conditions regarding maintenance requirements,. The objective being to enable Watchet Boat Museum to proceed with seeking grant funding to renovate the building and associated facilities.</p>
<p>Reason for Recommendation: This is considered to be an unused asset with a potential benefit to the town of Watchet and it is therefore suggested that thought should be given as to whether ensuring its continuing benefit to the local community could be better served at a more local level than the District Council. It would also benefit the District Council by reducing its potential future financial liabilities for maintenance of assets</p>
<p>Watchet Library (Asset Ref. 183) Recommendation: Consideration is given to initiating exploratory discussions with Watchet Town Council to gauge interest in the asset transfer of Watchet Library to the Town Council.</p>
<p>Reason for Recommendation: The current lease of 99 years is in the name of Somerset County Council and remains in force until 2050. The rent is set at £1 per year with an obligation to pay all taxes, rates and outgoings. It is a full repairing lease and therefore, although there is no cost to the Council by retaining this asset,</p>

there is little scope in being able to generate additional income by charging a commercial rent.

Further it is acknowledged that Watchet Library is registered on the list of assets of community value and it is therefore suggested that thought should be given as to whether ensuring its continuing benefit to the local community could be better served By Watchet Town Council.

Former Quay West Radio Building (Asset Ref 182)

Recommendation: To review the future use of this building should it not form part of the future plans of the Marina Operator.

Reason for Recommendation: The building is currently unused and not realising its commercial value.

Watchet Footbridge (Asset Ref. 433)

Recommendation: Consideration is given to initiating discussions with West Somerset Railway & Watchet Town Council to explore the potential for an asset transfer of Watchet Footbridge.

Reason for Recommendation: It is unusual for a District Council to own a footbridge over a functioning railway. The asset has been fully repaired and it is thought to be an opportune moment to investigate its transfer to a more local level.

Road Bridge, Mill Street, Watchet (Asset Ref. 274)

Recommendation: Consideration is given to initiating discussions with Somerset County Council with a view to an asset transfer of the road bridge at Mill Street, Watchet.

Reason for Recommendation: The bridge is classed as a highway and Somerset County Council maintain the road over the bridge.

Bus Shelter, The Cross, Watchet (Asset Ref. 172)

Recommendation: Consideration is given to initiating discussions with Watchet Town Council to explore the potential for an asset transfer of the bus shelter at The Cross, Watchet.

Reason for Recommendation: This is considered to be an unused asset with a potential benefit to the town of Watchet and it is therefore suggested that thought should be given as to whether ensuring its continuing benefit to the local community could be better served at a more local level than the District Council. It would also benefit the District Council by reducing its potential future financial liabilities for maintenance of assets

Exmoor Lawns, Dulverton (Asset Ref. 5)

Recommendation: Consideration is given to initiating discussions with Dulverton Town Council and Exmoor National Park to explore the potential for an asset transfer of Exmoor Lawns, Dulverton.

Reason for Recommendation: This is considered to be an unused asset with a potential benefit to the town of Dulverton and it is therefore suggested that thought should be given as to whether ensuring its continuing benefit to the local community could be better served at a more local level than the District Council. It would also benefit the District Council by reducing its potential future financial liabilities for maintenance of assets

<p>Mill Leat, Dulverton (Asset Ref. 265) Recommendation: Consideration is given to initiating discussions with Dulverton Town Council to explore the potential for an asset transfer of the Mill Leat at Dulverton.</p>
<p>Reason for Recommendation: This is considered to be an unused of benefit to the town of Dulverton and it is therefore suggested that thought should be given as to whether ensuring its continuing benefit to the local community could be better served at a more local level than the District Council. It would also benefit the District Council by reducing its potential future financial liabilities for maintenance of assets</p>
<p>Barle Bridge to Caravan Park, Dulverton (Asset Ref. 4) Recommendation: Consideration is given to initiating discussion with Somerset County Council to explore the potential of an asset transfer of the road from Barle Bridge to the Caravan Park, Dulverton.</p>
<p>Reason for Recommendation: Considered to be a financial liability regarding maintenance.</p>
<p>Land at Upton (Asset Ref.16) Recommendation: Consideration is given to obtaining a valuation for the land at Upton with a view to disposal.</p>
<p>Reason for Recommendation: This is considered to be an unused asset that may have some financial value.</p>
<p>Various Playing Fields (Various Asset Ref. Nos) Recommendation: Consideration is given to initiating discussions with parish/town councils and/or Magna West Somerset to explore the potential of an asset transfer of those playing fields in ownership of the Council.</p>
<p>Reason for Recommendation: These assets are generally located within housing estates and it is thought could be better managed either at a more local level or by the Housing Association who own the houses served by the play area. It would also benefit the District Council by reducing its potential future financial liabilities for maintenance of assets.</p>
<p>Non income generating car parks (Crowcombe/Kilve/Withypool) (Various Asset Ref. Nos) Recommendation: Consideration is given to initiating discussions with parish/town council to explore the potential of an asset transfer of the non income generating car parks at Crowcombe, Kilve and Withypool.</p>
<p>Reason for Recommendation: Considered to be an unused asset and financial liability regarding maintenance.</p>

6. FINANCIAL/RESOURCE IMPLICATIONS

- 6.1 As the recommendations are only asking that further consideration is given to what is being proposed there are no direct financial implications in approving them. There are some recommendations for valuations to be obtained and Scrutiny Committee should be aware that these can typically cost between £200 and £400 each.

7. SECTION 151 OFFICER COMMENTS

7.1 It is important that the full potential of all of the Council's assets is realised. Whilst many of these properties have little commercial value they do have community value. As such any proposals to transfer to other bodies will not realise capital receipts but would preserve the assets for the community whilst reducing the Council's liability for any maintenance.

7.2 Any capital receipts generated would assist with funding future capital schemes.

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 direct implications associated with the recommendations in this report

9. CRIME AND DISORDER IMPLICATIONS

9.1 There are no direct implications associated with the recommendations in this report

10. CONSULTATION IMPLICATIONS

10.1 There are no direct implications associated with the recommendations in this report

11. ASSET MANAGEMENT IMPLICATIONS

11.1 Although the nucleus of this report concerns the management of Council owned assets the recommendations themselves are only suggesting further consideration is given to a course of action and therefore do not have any direct implications on the future the assets concerned.

12. ENVIRONMENTAL IMPACT IMPLICATIONS

12.1 There are no direct implications associated with the recommendations in this report

13. LEGAL IMPLICATIONS

13.1 There are no direct implications associated with the recommendations in this report

Report Number: WSC 11/14
Presented by: Sam Rawle, Scrutiny & Performance Officer
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Report to a Meeting of: Scrutiny Committee
To be Held on: 20 January 2014
Date Entered on Executive Forward Plan Or Agreement for Urgency Granted: Not applicable

CABINET RESPONSE TO SCRUTINY RECOMMENDATIONS: SECTION 106 & PLANNING OBLIGATIONS REVIEW

1. PURPOSE OF REPORT

- 1.1 This report sets out Cabinet's response with regard to the recommendations of the Scrutiny Committee Task and Finish Group further to their attendance and observations of the meeting of the Planning Obligations Group on the 2nd September, 2013.

2. CONTRIBUTION TO CORPORATE PRIORITIES

- 2.1 The work of the Scrutiny Committee contributes towards the Local Democracy priority by providing local accountability and critical friend challenge to Cabinet.

3. RECOMMENDATIONS

- 3.1 That Scrutiny Committee notes the response received from Cabinet.

4. RISK ASSESSMENT (IF APPLICABLE)

Risk Matrix

Description	Likelihood	Impact	Overall
There are no risks associated with the recommendations in this report			

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 On the 16th December, 2013 Scrutiny Committee received a report from the section 106 and planning obligations Task and Finish Group concerning the group's attendance at a meeting of the Planning Obligations Group on the 2nd September, 2013. The report set out two recommendations for the Scrutiny Committee to consider and if in agreement to refer to Cabinet. Scrutiny Committee endorsed the recommendations from the Task and Finish Group.

5.2 The recommendations were considered at an informal meeting of Cabinet on the 8th January, 2014. The Cabinet decision is outlined in the table below.

5.3.1

<p>Scrutiny Recommendation: When considering project applications and the allocation of funding, consideration is given to as wide a range of project applications as is appropriate within the scope of the Section 106 agreement.</p>
<p>Cabinet Decision: Recommendation adopted.</p>

5.3.2

<p>Scrutiny Recommendation: It is noted that the Portfolio Holder for Resources and Central Support attends the meeting as any subsequent reports are in their name, it is recommended that consideration is given to the Shadow Portfolio Holder also attending on a similar basis to ensure political balance and obviate the potential for the perception of any undue influence on the process by any individual Member.</p>
<p>Cabinet Decision: Agreed. It is requested that a review of the change in procedure is undertaken in 6 months and that feedback is received from the Shadow Portfolio Holder for Resources and Central Support. Cabinet shall make a decision at that time whether the attendance of the Shadow Portfolio Holder should be on a permanent basis.</p>

6. FINANCIAL/RESOURCE IMPLICATIONS

6.1 None specifically respect of this report.

7. SECTION 151 OFFICER COMMENTS

7.1 None in respect of this report.

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 None specifically in respect of this report.

9. CRIME AND DISORDER IMPLICATIONS

9.1 None specifically in respect of this report

10. CONSULTATION IMPLICATIONS

10.1 None specifically in respect of this report.

11. ASSET MANAGEMENT IMPLICATIONS

11.1 None specifically in respect of this report.

12. ENVIRONMENTAL IMPACT IMPLICATIONS

12.1 None specifically in respect of this report

13. LEGAL IMPLICATIONS

13.1 None specifically in respect of this report.