

SWT Executive - 23 July 2019

- Present: Councillor Federica Smith-Roberts (Chair)
Councillors Benet Allen, Chris Booth, Ross Henley, Peter Pilkington, Mike Rigby, Francesca Smith and Alan Wedderkopp
- Officers: Marcus Prouse, Paul Browning, Paul Fitzgerald, Steve Meers, Alison North, Dan Webb, Fiona Webb, Robert Hillier, James Hassett and Amy Tregellas
- Also Present: Councillors Simon Coles, John Hunt, Libby Lisgo, Hazel Prior-Sankey, Anthony Trollope-Bellew, Ray Tully, Brenda Weston and Loretta Whetlor

(The meeting commenced at 6.15 pm)

27. Apologies

Apologies were received from Councillor Richard Lees.

28. Minutes of the previous meeting of the Executive

(Minutes of the meeting of the Executive held on 9th July 2019 circulated with the agenda)

RESOLVED that the minutes of the Executive held on 9th July 2019 were confirmed as a correct record.

29. Declarations of Interest

Members present at the meeting declared the following personal interests in their capacity as a Councillor or Clerk of a County, Town or Parish Council or any other Local Authority:-

Name	Minute No.	Description of Interest	Reason	Action Taken
Cllr C Booth	All Items	Wellington and Taunton Charter Trustee	Personal	Spoke and Voted
Cllr S Coles	All Items	SCC & Taunton Charter Trustee	Personal	Spoke
Cllr J Hunt	All Items	SCC	Personal	Spoke
Cllr M Kravis	All Items	ENPA	Personal	Spoke and Voted
Cllr L Lisgo	All Items	Taunton Charter Trustee	Personal	Spoke
Cllr P Pilkington	All Items	Timberscombe	Personal	Spoke and Voted
Cllr H Prior-Sankey	All Items	SCC & Taunton Charter Trustee	Personal	Spoke

Cllr M Rigby	All Items	SCC & Bishops Lydeard	Personal	Spoke and Voted
Cllr F Smith	All Items	Taunton Charter Trustee	Personal	Spoke and Voted
Cllr F Smith-Roberts	All Items	Taunton Charter Trustee	Personal	Spoke and Voted
Cllr R Tully	All Items	West Monkton	Personal	Spoke
Cllr A Wedderkopp	All Items	SCC & Taunton Charter Trustee	Personal	Spoke and Voted
Cllr B Weston	All Items	Taunton Charter Trustee	Personal	Spoke
Cllr L Whetlor	All Items	Watchet	Personal	Spoke

30. **Public Participation**

Councillor Rod Williams (Somerset County Council) made the following statement in relation to Item 6 – Garden Town Vision:-

I have many years of experience designing and delivering large scale change. First in the Army, and then in business and the NHS. I was educated, trained and practised in how to make strategic change succeed. For fifteen years for before I was elected as a Councillor, I earned my living planning and delivering strategic change. The thinking for the Garden Town started about two years ago. A number of us realised then that it was not enough to look at economic development or housebuilding. We had to look at every aspect of living in Taunton. We had to take an all-round view. A year ago, I formed a small working group to think through what the Garden Town title meant in practice. Since then, a small group led by Nick Bryant (Head of Function Strategy) including myself has taken that early thinking on and listened widely to produce the Vision Document. I ask you to recommend that Full Council makes this document SWT Council policy. To help you champion it to Full Council I will highlight the reasons why it is very good.

First, we are aiming at the right thing. It is ambitious. We are not aiming at making Taunton just better, but making it excellent. We want to raise the quality of every part of living in Taunton. It is strategic in the proper meaning of the term. It considers Taunton as a whole, is long-term and correctly identifies the essential components. It understands that this vision is just the first part in a process of delivery. The process doesn't end with the Delivery Plan or even delivery itself but with the benefits we'll get from realising the vision. It is deliverable and it is realistic if we commit to it and stick at it over some years. Last, it recognises that engagement, buy-in and partnerships will be essential. In summary, I think we need to do two things to make the Garden Town succeed. Full Council needs to endorse this vision as SWT policy. Portfolio Holders here and the Strategy team need to make a delivery plan that will realise this vision. We all need to build the public's strong support so far into sustained commitment so that we all in partnership will make Taunton's Garden Town a reality.

The Leader thanked Councillor Williams for his statement.

Councillor Rigby also thanked Councillor Williams for his statement of support and for his exemplary work over the past couple of years on this subject.

Mr Richard Lander made the following statement in relation to Item 8 – Structural Change – Senior Leadership Team

This feels rather like the latest episode of ‘Did no-one think about it?’ Firstly we were told the redundancy bill would be six million pounds not three million because 191 people chose to leave and take the money. You may be told that every job is new so everyone was entitled to leave, did no-one think of that? In any event I question the concept both in principle and in detail. Even if the inputs i.e. the work practices have changed, the outcomes, the services you provide to taxpayers, are exactly the same as they ever were.

We were then told that so many people left there were holes in the establishment. Did no-one think of that? Did no-one think to tell those who needed to know? I phoned the Customer Contact Centre to ask for the Chief Executive’s email address so that I could discuss the redundancy issue with him. I was given instead the email address of his assistant to whom I wrote two emails. I didn’t receive a reply to either, for the simple reason that the individual in question no longer worked for the Council. The Customer Contact Centre was obviously not told. Did no-one think of that?

You have six or seven Heads of Function. Now you want four new Directors costing £100k each with a net cost of £254k. This is yet another case of ‘Did no-one think of that?’ Is there really no-one in this building who can select a shortlist of candidates? Do you not know what you want? Must we the taxpayers pay an additional £75k just to recruit an agency which has the competence? You are adding a new layer of management – for what purpose?

The recent record in drafting job descriptions shows a carelessness about duplication. The role of your case manager is to ‘act as a single point of contact throughout the customer journey.’ The role of the customer champion is to have direct contact with customers and the locality champion is to provide much of the direct dealing with customers. If the customer champion and the locality champion have so much to do with the customer, what is the point of a case manager as a single point of contact? And if Members want to know what is happening, they don’t ask any of these, they ask someone called an Engagement Champion. It seems a nonsense, all the time and effort in creating new structures and you finish up with several people doing the same job, or did someone not think of that? And are you satisfied that this will not be repeated with the appointment of new directors?

Mr Simon Lord had submitted the following statement in relation to Item 8 – Structural Change – Senior Leadership Team which was read out by the Committee Clerk:-

As a resident of West Somerset I am very concerned about the value for money represented by this proposal.

Having recently seen the loss of West Somerset District Council (WSDC), in order to save relatively modest sums of money, it greatly concerns me that a bloated management team is seemingly being created by Somerset West and Taunton Council (SWT), which far exceeds that with which WSDC previously managed and other councils have in place.

I have two specific issues regarding the proposal:

Firstly, there is no indication within this report to explain how these salaries have been arrived at nor how they compare to those in similar authorities. The salary seems to have been plucked from the air.

The committee may be interested to know that in South Somerset; an authority of similar size and population who I understand operate the same business model to SWAT, they list within their statement of accounts for 2018/19 only 5 employees earning in excess of £50k per year (a Chief Exec on £111k, three directors on £77k each and a legal specialist on £59k). By contrast SWAT report they currently have 8 senior managers earning in excess of £50k, which will rise to 12 if the proposals within this report are approved. That makes SEVEN senior managers (or 60% more) than South Somerset, and director salaries more than 20% greater at SWAT than South Somerset. How is this value for money?

Secondly, in 2013 when WSDC started sharing managers with TDBC, the salaries of Directors and Assistant Directors were increased to reflect the added complexity of managing two councils. This was based on evidence gathered by South West Councils of salaries from other councils that were sharing management and was included within the report (available on your website).

Given, that since that time the number of councils and staffing have both reduced there seems little justification for director salaries rising a further 20%?

It is clear that the reported 25% reduction in staff is causing operational backlogs and difficulties at SWAT. With this in mind, is the answer to these capacity issues really to spend £400k per year on an additional layer of management? or could the money not be far better used increasing the number of planners, call handlers, groundsmen etc?

I would respectfully ask the committee to defer approval of this report in order to allow time for these proposals to be properly scrutinised and for an independent piece of work to be undertaken to review the numbers and salaries of the SWAT management team, drawing on comparisons across local government to ensure an informed decision can be made and value for money achieved.

The Leader thanked Mr Lander for his question. She stated that Mr Lord would receive a written response as he was unable to be in attendance.

She certainly understood, and her opinion had been widely reported in regards to the Transformation process and the overspend. Having taken office she had been surprised at the figures having needed to be spent, despite having

been previously an opposition Councillor. The priority now was to stabilise the Council. She apologised for the lack of response from the CEO's former Assistant who had since departed.

James Hassett stated that the Job Descriptions as highlighted were relatively generic. Ultimately they relied on a certain degree of maturity in the organisation to operate in the way that the model was described. As an organisation we were going through that growth to arrive at those periods of maturity. In the interim, we are looking at how we operate in an efficient manner across various roles and functions. People had been seeking that clarity on those job descriptions but this would crystallize over time. At the moment the focus was on delivering for customers as a priority. As to how jobs would allegedly interact in the future, that will come to what we are focusing on which is that specialists such as our planners are delivering their service in a way that anybody would expect from a Local Authority.

31. **The provision of further financial contributions to enable Taunton's Park and Ride service to continue until March 2020**

The Portfolio Holder for Planning and Transportation introduced this item which concerned the provision of further financial contributions to enable Taunton's Park and Ride service to continue until March 2020. The Chairman of the Scrutiny Committee had agreed that due to the nature of the decision and for it to be made in a timely fashion (as the next Executive meeting was not until 20th August 2019) that the Special Urgency Clause (Access to Information Procedure Rules 16) be used to waive the 28 day rule in order to continue with the Park and Ride contract.

The further funding contributions would be for a period of six months for a total of £115,000 from Somerset West and Taunton (SWT) for the Park and Ride (P&R) Passenger Transport Service for Taunton. This further funding was to enable the P&R Service to continue until March 2020 and halt the suspension of the service by Somerset County Council (SCC). The Executive were also asked to approve a budget of £20,000 for anticipated enabling and due diligence work associated with this Council's aim of taking greater ownership / control of the P&R service and sites, to work towards a totally self-sustaining service.

The original decision by Taunton Deane Borough Council (TDBC) in 2018 to make a one off financial contribution to the running of the Taunton P&R Service halted the proposal by Somerset County Council (SCC) to suspend (for an unspecified period) all Taunton P&R services from the autumn of 2018. The current arrangement was due to end on the 6th September 2019. The total budget of £135,000 would be sourced from New Homes Bonus reserves and Garden Town grant funding. Over this period, the responsibility for the day-to-day operation of the contract and service to March 2020 would continue to remain with Somerset County Council and the contracted bus operator First.

Since the TDBC decision in September 2018 to make a financial contribution, a number of measures had been implemented to put the Taunton P&R service on a more commercial and sustainable long term footing. As set out in the officer

report, further measures needed to be explored and implemented over the coming months to ensure that this continues.

The Portfolio Holder proposed the recommendations which were seconded by Councillor Booth.

During the discussion of this item, Members made comments and asked questions which included:-

- Concerns were raised around the process and why this proposal had come forward so urgently, considering it was known that the funding from last year would only be for twelve months.
- It was confirmed that this proposal in the background formed part of the Taunton Transport Strategy and there was an ambition to open two more sites alongside the provision open already.
- *As highlighted in the report there had been increased patronage for the service in the past twelve months of an extra 200 tickets per week, equating to some £20,000 extra per year and further initiatives could be undertaken on the sites e.g. Click and Collect.*
- It was commented that the provision of Park and Rides were important as SWT had declared a Climate Emergency and Taunton was a Garden Town.
- A query was raised as to whether it was felt six months was a sufficient period enough of time?
- *The Portfolio Holder confirmed that he did think this shorter period would concentrate minds and a plan to make them financially sustainable would be forthcoming, though there would still be developmental thinking in the full utilisation of those sites beyond that.*
- Concerns were raised around the current closure of the Park and Ride on Saturdays and Sundays and not being 24/7, so that Hospital visitors, staff and shift workers could hopefully take advantage of this service?
- *The Portfolio Holder supported this aim and this would be investigated as a possibility.*

RESOLVED to:-

- i. Approve a one-off Supplementary Budget increase for the provision of a further £115,000 funding contribution to enable the Taunton Park & Ride Service to continue until March 2020, funded from New Homes Bonus Reserves.
- ii. Approve a one-off Supplementary Budget increase of £20,000, funded by Garden Town grant funding, for anticipated enabling and due diligence work associated with exploration of further measures to attempt to secure the long term sustainability of the Park & Ride service and to develop any further proposals for consideration by the Council.

32. Taunton Garden Town Vision

The Portfolio Holder for Planning and Transportation introduced this item which concerned the vision for Taunton as a Garden Town and what was to be achieved. The document “Taunton – the Vision for our Garden Town” was the culmination of many months of work, public and stakeholder engagement, and concluded the important first stage – the agreement of a shared vision for the Garden Town that would guide the actions of the council and many other stakeholders, and can be championed and owned by the whole town.

Taunton was designated as a ‘Garden Town’ in early 2017 following a submission to Government. This submission reflected the Council’s commitment to transformational housing growth centred on a number of new garden communities and a regenerated town centre supported by essential infrastructure and an enhanced network of green infrastructure.

- The document included:
 - The Vision statement
 - Context – understanding Taunton’s roots and character (townscape, neighbourhoods and landscape)
 - Four themes:
 1. ‘Growing our town greener’ – transforming our open spaces and streets.
 2. ‘Branching out’ – moving cleaning, moving smarter.
 3. ‘Growing quality places to live’ – town centre, new and existing neighbourhoods.
 4. ‘New shoots and blossom’ – a dynamic and prosperous community founded on knowledge, culture and business.
- Next steps

This vision framework was just the start of work on Taunton Garden Town (TGT), but would influence all plan-making (e.g. the emerging Local Plan) and development management decisions (such as more detailed design guidance emerging through a new Urban Development Framework and Design Guide).

There were no prescriptive guidelines set out by central Government, and each place was expected to be different and determine what the Garden Town status might mean based on local circumstances and characteristics. This document therefore began to explore and articulate the types of physical change and improvements Taunton might look forward to. The particular themes extended from the vision identified tangible opportunities and challenges that needed to be grasped or overcome. Formal adoption of this vision would enable the next stage to progress – the development of a Delivery Plan that will provide detail to the individual strategies, projects and activities which will deliver the vision.

The Portfolio Holder formally proposed the recommendations which were seconded by Councillor Allen.

During the discussion of this item, Members made comments and asked questions which included:-

- The Leader fully endorsed this document and felt this would set the pace with what the Council wanted to achieve and be a learning tool that could be applied across the towns in the District.
- It was raised as to how this was going to be promoted in the community?
- *It was recognised as important that this was document was promoted and the Head of Communications would be engaged. There was also a new post being recruited to for a Garden Town Project Manager who would have a big focus on Communication Strategy and Stakeholder Engagement. A new website would be created for the Garden Town.*
- Concerns had been raised at resident's meetings/surgeries around the communications of this status and how we would engage those residents who would not be able to access the electronic portal and view the documentation?
- *Communication would play a key part and could not just be digital exclusively, residents meetings were one important part of this and the suggestion of a presentation for Councillors to be able to deliver to their localities was a good idea.*
- The focus on sustainability and green elements within the document were praised as important.

RECOMMENDED to Council to:-

- i. Formally adopt the Taunton Garden Town Vision document as Council policy, from which a detailed Delivery Plan can be subsequently developed.
- ii. Authorise the Head of Strategy to make any necessary editorial corrections and minor amendments to the document, and to agree the final publication style.

33. **Financial Monitoring - WSC and TDBC Outturn Position 2018/19**

The Portfolio Holder for Corporate Resources introduced this item which concerned the information related to WSC and TDBC's financial performance for the 2018/19 financial year. The outturn figures included were provisional subject to external audit review; the findings of which are to be reported to the Audit, Governance and Standards Committee on 31st July this year. Monitoring the budget was an important part of the Council's performance management framework. There had been continued frustration at the Transformation Project's costs being above what had originally been predicted when commissioned. This was now being brought to a conclusion and a structure would be delivered that would not see these costs rise.

The s151 Officer thanked his colleagues in the finance team for their hard work in a challenging period. The report clearly presented a closedown position for the legacy Councils and opening position for SWT.

The revenue outturn position for the financial year 2018/19 was as follows:

- a) The TDBC General Fund (GF) Revenue Outturn position for 2018/19 is a net underspend

- of £240k (1.7% of Net Budget), after reserve transfers and carry forwards.
- b) The WSC General Fund (GF) Revenue Outturn position for 2018/19 is a net underspend of £251k (4.6% of Net Budget), after reserve transfers and carry forwards.
 - c) The HRA is a 'Self-Financing' account for the Council's Housing Landlord function, which is budgeted to 'break even' (net of approved transfers to/from HRA Reserves). The HRA Outturn for 2018/19 is a net underspend of £296k (1.1 % of gross income).

The capital outturn position for 2018/19 was as follows:

- a) The total TDBC General Fund Capital Programme budget is £78.731m, including ongoing schemes from previous years and new schemes approved at the start of and during 2018/19. Of this, £16.611m has already been spent in previous years and a further £15.398m has been spent during 2018/19. The projected spend in 2019/20 and future years is £46.716m (not including new 2019/20 budget approvals). A net underspend of £7k is being reported against the overall approved budget for the Programme.
- b) The total WSC General Fund Capital Programme budget is £15.233m, including ongoing schemes from previous years and new schemes approved at the start of and during 2018/19. Of this, £1.367m has already been spent in previous years and a further £2.510m has been spent during 2018/19. The projected spend in 2019/20 and future 2 years is £11.556m (not including new 2019/20 budget approvals). There are no reported variances against the overall approved budgets.
- c) The HRA approved Capital Programme at the end of 2018/19 was £24.886m. This relates to schemes which will be completed over the next five years. The actual expenditure on the Capital Programme during 2018/19 was £11.379m with £13.533m for planned investment to implement approved schemes in future years. There are no reported variances against the total approved programme.

The General Reserves positions as at 31st March 2019 were:

- a) TDBC was £2.22m, which is £0.52m above the minimum level of £1.70m.
- b) WSC was £0.98m, which is £0.28m above the minimum level of £0.70m.
- c) HRA was £2.72m, which is £0.92m above the minimum level of £1.80m.

The opening balances for the General Reserves for SWT as at 1st April 2019 were:

- a) General Fund is £3.20m, which is £0.80m above the minimum level of £2.40m.
- b) HRA is £2.72m, which is £0.92m above the minimum level of £1.80m.

The Portfolio Holder proposed the recommendations which were seconded by Councillor Booth.

During the discussion of this item, Members made comments and asked questions which included:-

- It was confirmed that all of the budget provided for the Cricket World Cup had been used.

- Councillor Lisgo raised queries around the additional spend of £309k on temporary accommodation such as Bed and Breakfasts and what we as a Council had put in place to reduce that?
- *The Housing Portfolio Holder had confirmed this had been a temporary spike associated with a change in legislation from central government of which this Council had received additional funding to support.*
- *The latest figures for Q1 of this year were a lot lower (£27,029.99), but a written answer could be provided on the specifics of this.*

The following written response was provided to Councillor Lisgo on the 7th August 2019:-

Reasons for the increase in B&B Budget in 2018/19:

The homeless service has been impacted significantly in two ways in the last 12 months which has adversely affected the cost of B&B usage.

The Transformation project increased the reliance on agency staff, as experienced staff had left and not been permanently replaced. Given the demand for experienced Homeless Officers last year in England, due to the legislation changes, we experienced a relatively high turnover of temporary staff which in turn has led to cases taking longer to process. This was due to constant change of officer and therefore the time in bed and breakfast and temp accommodation was prolonged. This was a problem not just experienced in SWT but country wide.

The Introduction of The Homeless Reduction Act in April 2018 has also led to a significant increase (480 homeless approaches in 17/18 to 1130 cases in 18/19) in the demands on our service both in the number of applications and time taken to process due to legislative changes. This has had a knock-on effect on Officer time and the provision of Interim accommodation. The increase of timescales to work with families who are homeless and in B&B to 56 days before looking at a full duty decision was a major factor in lengthening the time in bed and breakfast. The lack of affordable private sector rents as well as the reluctance of private landlords (and some social) to take the more complex families was a barrier to being able to close the cases and kept families in B&B longer than they should have been. All this contributed to the increase in the b&b budget usage and in turn the overspend.

The homeless case work team now has a full complement of permanent staff who are subject to intensive training in homeless legislation as well as training to help understand working with clients with complex issues. We have a full time member of staff with a lettings agency background who is building networks with landlords so we are having access to private rented accommodation. Staff stability means they have experience and understanding of their cases from day one and are working with clients to keep them in their current homes for a longer term to enable us time to find alternative accommodation if needed. We have changed the working procedures and through having stability in the team, and core experience, we have a greater emphasis on prevention and are now showing a reduction in clients accessing B&B.

With regards to anticipating the rise in B&B, we adopted the forecast from central government of a 26% increase in approach's for homeless assistance under the new Homeless Reduction Act, with the main rise being single applicants (this was based on the information they received from Welsh authorities who had a similar change in the homeless legislation three years previously). Our increase was over 100% in numbers approaching and an increase in families so although we had anticipated a rise in approaches, we couldn't have forecasted the huge increase nor the rise in the number of families approaching.

We currently have the following numbers in B&B

Families: 2 – both one parent and one child

Couples: 1 – pregnant couple

Singles: 5

Total – 9 adults and 2 children

Total spend in quarter (Apr to June) -

Actual costs - £27k

Credit Card costs – April to June is 59k however there was an outstanding payment made at beginning of April for last year of £40k

Total spend April to June - £86k.

RESOLVED that Executive:-

- i. Reviewed the financial performance and end of year position for both WSC and TDBC General Fund and the Housing Revenue Account for TDBC, including pre-approved carry forwards and transfers to earmarked reserves.
- ii. Noted the reported TDBC General Fund Revenue Budget underspend of £240k in 2018/19 and the TDBC General Reserves Balance of £2.22m as at 31 March 2019.
- iii. Noted the reported WSC General Fund Revenue Budget underspend of £251k in 2018/19 and the TDBC General Reserves Balance of £0.98m as at 31 March 2019.
- iv. Noted the reported Housing Revenue Account Budget underspend of £296k in 2018/19 and the TDBC General Reserves Balance of £2.72m as at 31 March 2019.
- v. Noted that the assets for sale target for the Transformation Programme was not met in 18/19 and therefore the first £1.2m of future sale of assets is required to “payback” the NHB reserve.

34. **Structural Change - Senior Leadership Team**

The Leader of the Council introduced this item which concerned the proposed structural change to the Senior Leadership Team. The newly formed Somerset West and Taunton Council had set ambitious strategic targets and clear corporate priorities. This had already become evident with the items considered earlier in this meeting such as the Garden Town Vision. The transformation

programme had already put in place some of the arrangements necessary to deliver savings and improved customer care.

However, to drive the organisation at pace towards these goals whilst continuing to work towards exceptional levels of service excellence a new senior leadership structure was required. It was vital to ensure the leadership of the Council is matched to its wider commercial, economic, community and environmental priorities. The proposed structure contained in this report more accurately aligned to our corporate ambitions whilst providing a strong position to increase the overall financial health of the authority and delivering further savings.

The Leader proposed the recommendations which were seconded by Councillor Allen.

During the discussion of this item, Members made comments and asked questions which included:-

- It was commented that some elements of the Transformation process had not worked e.g. Planning function being split between directorates.
- The extra spend was necessary to enable the organisation to be first class and focus on delivery.
- It was commented that a Housing Portfolio without a Head of Housing had been an oversight that it was pleased to see be corrected. With a stock of circa 6000 houses and an ambition to build and develop more social and affordable houses this dedicated Director role was key.
- It was queried as to the roles element of being able to pay for themselves?
- *The Housing Director would be funded through the ring-fenced HRA Budget. The External Operations Director would be funded through earned income and cost savings from the largest contracts. The Director for Development and Place would have a key role in regeneration.*
- The extra supplementary table provided was queried and would be further refined for Full Council.
- Councillor Prior-Sankey welcomed the recruitment of a Housing Director but had concerns over the costs apportioned from the HRA fund on corporate staff and how that re-charge was calculated, as the proportion of senior officers time spent on the Housing function was conceivably less than tenants were paying for. The Council could be more transparent on this.

RECOMMENDED to Council to;

- i. Approve the additional budget of £94k for 2019/20:
 - General Fund: £50k from the CEO Earmarked Reserve and £18k from the Business Rates Retention Funding.
 - Housing Revenue Account: £26k from general balances.
- ii. Note the full year costs of £254k (GF: £183k; HRA: £71k).

- iii. Recommend that this be built into the Councils Medium Term Financial Plan/HRA Business Plan for 2020/21 onwards.

35. **Executive Action Plan**

The Leader informed the Executive that there were no outstanding actions to report.

36. **Executive Forward Plan**

(Copy of the Executive Forward Plan, not circulated with the agenda but available on the website as a link).

Councillors were reminded that if they had an item they wanted to add to the agenda, that they should send their requests to the Governance Team.

RESOLVED that the Executive Forward Plan be noted.

(The Meeting ended at 7.45 pm)