

# **Somerset West and Taunton Council**

## **Executive – 10 February 2020**

### **The Future of Local Government in Somerset**

**This matter is the responsibility of the Leader of the Council**

**Report Author: James Hassett, Chief Executive**

#### **1.0 Executive Summary / Purpose of the Report**

1.1 Members will be aware that the Leader of Somerset County Council has stated that he wishes to pursue the option of a single Unitary Council for Somerset. This Report sets out the work conducted to date, looking at the options for the future of local government in Somerset, and suggests an option of further collaboration and integration as being the preferred option moving forward.

#### **2.0 Recommendations**

2.1 The Executive recommends to Council that:

1. A full business case be prepared, which fully explores Option 2 (Collaboration and Integration), being the preferred way forward at this time. This business case should come back to Executive in July 2020, along with clear recommendations and a delivery plan.
2. A joint Project Board be created, with the Leader of the Council being the representative from Somerset West and Taunton Council, to oversee the work during the next stage.
3. Option 2 – Collaboration and Integration, as Somerset West and Taunton Council's current preferred option for the future of local government in Somerset to take forward through community consultation and engagement.
4. It notes that in the best interests of the communities and residents of the District, the Council will continue to work with colleagues across all tiers of local government and public service in Somerset

#### **3.0 Risk Assessment**

3.1 A risk assessment will be considered in the development of the detailed Business Case.

## **4.0 Background and Full details of the Report**

- 4.1 The debate about the best form of local government in Somerset has been ongoing for a number of years. In the last 30 years various forms of Unitary Government have twice been proposed, most recently in 2006 when an initiative to create one Unitary Council for the whole of Somerset did not win the backing of Government.
- 4.2 The issues that drove that debate, however, have not gone away. Over the past eighteen months the 5 Councils of Somerset have been exploring together the best way to address the challenges we face, and, under the banner of Future of Local Government in Somerset (FoLGIS) we have commissioned research into the options for the future. The aim has not been to simply cut costs, the intention has been to find a way, through the better use of our resources, to sustain vital services now and for the future whilst also dealing with some of the big challenges Somerset and its communities face.
- 4.3 Based on a collective view of the financial challenges that we face, the growing demand pressures for services likely to stem from a growing and aging population, and the opportunities inherent in a relatively low level of collaboration and sharing in the past, we concluded that change needs to happen to ensure that we do the best we can for the communities of Somerset and for local government to be financially sustainable.
- 4.4 We have considered the impact on our services and communities of continuing on the current path and concluded that “no change is not an option”. The only real question is what changes do we need to make and when shall we do it? The high level options report on the Future of Local Government in Somerset stated: “We are now convinced that staying purely to our own paths is not an option. We can collectively do better” .... “Continuing ‘as is’ is not a sustainable long-term strategy. Service needs across Somerset are evolving, demand is increasing, and a new collaborative delivery strategy is needed”
- 4.5 This Report aims to summarise and make plain the main points of the research that the five Councils of Somerset commissioned, to enable an informed choice to be made. Prior to the 2019 local government District Council elections a way forward based on deeper collaboration and integration rather than reorganisation had been preferred, but it is recognised that changes have taken place in the political landscape since that time.
- 4.6 Although the FOLGIS work was commissioned by all five Councils, more recently Somerset County Council has stated that it believes a Unitary approach is their preferred way forward. This is not a position that is currently shared by the District Councils. With growing momentum at a national level for local government reorganisation and a report indicating that savings and improvements are available to the Councils, “no change” is undesirable for all Councils. Unless the District councils of Somerset grasp the opportunity to shape that change and fully commit our organisations to it, we risk being subject to change designed by others who do not understand Somerset and its communities as well.
- 4.7 It is the case that the District Councils recognise change is needed. However, it is believed that the best way to deliver real, lasting and effective change is to simply get on with it, by working more collaboratively immediately. Long protracted and costly Unitary proposals, whilst looking potentially attractive in financial savings terms, have a

much longer period for delivery, not to mention the organisational turmoil that this approach creates.

- 4.8 They take the “local” out of local government by moving decisions and the decision makers further away from the communities that they are there to serve. Not only is this form of local government further away from people and communities, it causes “lost years” to communities as staff of councils focus on changing structures and how it affects them, with less focus on dealing with the challenges faced by the communities they are there to serve.
- 4.9 Abolishing five councils and setting up a new one costs a substantial amount of tax payer’s money. The District Councils believe that this money, our residents’ money, would be better spent on the communities of Somerset, not on “rearranging the deckchairs”

## **5.0 The Options for Change**

- 5.1 To help focus on the specific ways forward this part of the Report draws on the research undertaken by the consortium of Ignite, Collaborate, Pixel Finance and De Montfort University. This Report, “Future of Local Government in Somerset” (FoLGiS) and subsequent work completed by the Somerset Internal Consultancy Team, has been circulated to Members previously. The FoLGiS research identifies a number of options setting out possibilities for different configurations of Unitary Councils as well as alternatives for closer collaboration, rather than structural changes.
- 5.2 It should be noted that the options research is high level and does not represent a business case for any options. It was intended to inform a discussion with a view to an option being selected to be developed into a more detailed business case.

### **The 7 options in the FoLGiS report**

#### **Option 1 – ‘As Is’**

- 5.3 It should be noted that this is not a “no change option.” Improvements and savings would continue to be delivered in individual Councils, however this option does mean that there would be a continuation of the current arrangements across Somerset (no specific changes to the way we work, the way we deliver services collectively across Somerset, or the way we are structured). We would continue to have the existing County, 4 Districts, and the Town and Parish Councils,
- 5.4 The savings delivered would be the sum of those currently being pursued by the individual Councils through their independent change and transformation plans which differ in nature and focus.
- 5.5 The collective view, based on the predicted pressures on services and budgets into the future, is that this is not an adequate option for Somerset as a whole. The challenges for our communities and services (set out in Part 1 of this Report) are too great, and the opportunities, too good to miss. If we want to improve the outcomes for our communities then we need to change, it is just a matter of how and when.

#### **Option 2 – The Collaboration & Integration option, referred to as ‘Get Fit + Sharing’**

- 5.6 This means that each of the 4 District Councils, and Somerset County Council would remain as sovereign and independent legal authorities. They would at first work to deliver efficiencies individually, but in a co-ordinated way, with the aim of joining together services, strategic outcomes and initiatives to deliver efficiencies as quickly as possible. Individual savings plans would be pursued, based on a set of principles and standards which are agreed across all Councils. Joint work would then be pursued in the following areas:
- 5.7 **A single strategy** – aligning and joining up our strategies and action plans across the Councils. This could, for example, be things like one Local Plan for the whole of Somerset, one Economic Development Strategy, one commercial strategy, one procurement strategy, one approach to working with older people across the County, or with troubled families, or joining together local preventative services with better ways of working with people with high needs.
- 5.8 **Shared support services** - this could mean joining together all the back-office functions of the Councils, such as HR, ICT and finance functions, for example, to maximise use of back office and internal support resources across organisations. Different councils might lead on the provision of a particular service. To maximise savings and for this option to be competitive with other Unitary options, Councils would have to make a commitment to share these services extensively and for a significant period of time.
- 5.9 **Joint locality working** - a joined-up approach to dealing with our customers, service users and residents. An example of this would be one aligned way of delivering Customer Hubs/Customer Contact Points, delivering services on behalf of all Councils in one place as well as integrated teams at a local level working with communities and groups to get better outcomes and reduce demand.
- 5.10 This would lead to financial savings and therefore would free up much needed money for frontline services and for changing the way we work.
- 5.11 This option is predicted to save up to £32m per annum (pa) in the first phase with a further £16m pa to follow. Savings could start to be realised within a year and continue over a three-year period

### **Option 3a – One new Council for Somerset**

- 5.12 This option would mean that one new (unitary) Council across the whole of Somerset would replace all the Districts and the existing County Council. Town and Parish Councils would remain. It would mean a reduction in the number of elected Members across the County. (from 266 to circa 100-125). The FOLGIS report envisages that working at a local level would take place under newly constituted Area Boards, who would have powers and responsibilities, to be determined, delegated to them.
- 5.13 This option is estimated to deliver savings of up to £47m pa.
- 5.14 It would take longer to pay back the investment necessary compared to Option 2 and savings would realistically start to be realised within 3 to 5 years as typically, the journey to Unitary government takes 2 to 3 years to achieve from the point an area decides to embark upon it.

### **Option 3b – Two new Councils for Somerset (North/South)**

- 5.15 This option would follow the same path as Option 3a above and with the same features - abolishing the existing County Council and the 4 Districts, and creating two new councils; one being the amalgamation of Bath & North East Somerset Council (B&NES) and North Somerset Councils, and the other, a new Council for the existing County Council area. It would mean a reduction in the number of elected Members too as in Option 3a above. Town and parish councils would remain under this Option and Area Boards may also feature.
- 5.16 The time taken to get to benefit would be the same as Option 3a above with savings taking 3 to 5 years to start to be realised.
- 5.17 This option is estimated to save up to £80m pa (a big increase over Option 3a, but based on an extended geography with two other, existing Unitary Councils combining together)

### **Option 3c – Two new Councils for Somerset (East/West)**

- 5.18 In this Option, two new councils for Somerset replace the existing County Council, all the District Councils and two unitaries to the north of the current County Council area. The two Councils would therefore be:
- to the east, B&NES, Mendip and South Somerset, and
  - to the west, North Somerset, Sedgemoor, and Somerset West and Taunton.
- Town and Parish Councils would remain.
- 5.19 This option is also estimated to deliver the same savings of up to £80m pa, in the same time frame as Option 3b beginning in 3-5 years

### **Option 3d – Three new Councils for Somerset**

- 5.20 This Option creates three new councils replacing the County, Districts and two existing unitaries. The areas are proposed as incorporating all the Councils in the what is referred to as the ceremonial or geographic County, Hence:
- Council 1 – B&NES and Mendip
  - Council 2 – North Somerset & Sedgemoor
  - Council 3 – South Somerset, Somerset West & Taunton
- 5.21 Member numbers would reduce across Somerset from 381 to lower levels than Options 3a-c above. The three new councils would delegate authority to Area Boards to support locality-based working and the benefits are estimated to be the same as those for the two council options, up to £80m pa beginning in 3-5 years.

### **Option 4 - A New Way of Working**

- 5.22 This option is not described in great detail and it is not seen as being achievable immediately. One of the Options above would need to be delivered first to pave the way for the kind of work underway in Greater Manchester and potentially involving the creation of new organisations at 3 levels:
- a) Pan-Somerset entity (similar to that of a Combined Authority (with or without a mayor).
  - b) "Super locality" councils (based on the current four District Council boundaries)
  - c) Town and Parish councils.

5.23 In this Option the County Council would no longer exist and the “Super localities” would run scaled services at a local level. The Pan Somerset entity would run and coordinate services at a larger scale such as Transport, Planning, and integrated services with the NHS.

5.24 For ease, the table below shows the potential financial costs and benefits from each option.

Number	Option	Savings (up to) *	Implementation Costs	Payback Start	Payback Duration
1	“As is”	As individual targets	As individual plans	Now	As per individual MTRS
2 & 4	“Get fit” and share, and then new approach	£32m + £16m	£80m	1 Year 3 Years	2 Years 4 Years
3a	1 Unitary	£47m	£82m	3 – 5 Years	3 Years
3b or c	2 Unitary	£80m	£111m	3 – 5 Years	3 Years
3d	3 Unitary	£80m	£111m	3 – 5 Years	3 Years

\* It is important to recognise that these potential savings are estimates derived from ‘typical’ savings levels as a percentage of current spend, and the cost of change has similarly been estimated based on estimates and experience from elsewhere.

5.25 Finance Officers from the Councils have reviewed the estimates and indicated their satisfaction with this methodology as far as it goes. However, these estimates do not represent a business case and were not intended to do so. The Options research was intended to inform a discussion and enable selection of a preferred option to be investigated in more detail. Indeed since the work was originally commissioned all the District Councils have continued to deliver savings and efficiencies through their own transformation programmes.

5.26 It is essential that before commitment is made to any one Option that the figures are explored more fully through the development of a detailed business case. The next part of this work could be to fully explore the preferred Option and to build a business case for the change, that better reflects the specific elements of the chosen Option and therefore the potential savings.

## 6.0 The Preferred option of the District Councils

6.1 Having considered the FoLGiS Report, the Leaders and Chief Executives of the District Councils are agreed in principle that Option 2 is preferred on the basis that:

- The savings are comparable to other “reorganisation” options,
- The time to benefit is faster i.e. savings and community benefits can start to be delivered within the first year,
- It is less disruptive than other options and therefore less likely to detract from dealing with the important issues facing our communities and
- Work can begin now to deliver a new approach to local government without the uncertainty and division inherent in the creation of one, two or three Unitary Councils.

- 6.2 However, the District Councils are fully aware that the collaborative, non-structural, Option is not the easy option. This is not about loose partnerships and sharing of a few services. Instead, it requires a deeper level of collaboration at a strategic and service delivery level that will lead to an integration of the four District councils of Somerset, and should they accept the invitation, the County Council too, whilst retaining them as independent democratic and legal authorities. Their systems, buildings, ways of working would become closely integrated.
- 6.3 This is a big change to the way local government currently works in Somerset. It is unfortunate that at this time, Somerset County Council no longer wish to progress this Option alongside the Districts, and it is certainly the case that more efficiencies and greater community impacts can be achieved with them being part of this work.

What might Option 2 “Collaboration and Integration” look like?

- 6.4 Exactly what Option 2 would look like would need to be determined by the four District councils through the business case research and development, and in the detailed implementation process. However, for the purposes of illustration, the bullets below set out what Option 2 could look like and the sort of things that might happen:
- a) **One set of strategies & strategic outcomes** – this might involve having one Strategic Plan for Somerset, one development plan, one economic strategy etc, building on the approach already in place for some key strategic areas such as the Somerset Housing Strategy and the Somerset Climate Change Strategy.

Each plan would be developed and adopted by all councils. It might include specific chapters on each district area or even subdivisions of districts to take account of local community differences of need. This would ensure a unity of purpose between the councils at a strategic and operational level and support collaboration and sharing of resources in dealing with the opportunities and challenges within Somerset. It would also give Somerset the advantage of a unified voice when dealing with the Heart of the South West (HoSW) Joint Committee and Local Enterprise Partnership (LEP), and with government which could assist in making a case for devolution of powers and funding to deal with challenges and realise opportunities in Somerset.

- b) **Leadership / management integration** – this could mean at its basic level, shared management boards to bring senior managers together to oversee the development of strategy and the delivery of community outcomes and efficiencies. At the other end of the scale it could lead to a shared management structure with, for example, a single Senior Leadership Team for Somerset, leading the officer core of all Councils. This has been deployed in other areas of the country, for example in Oxfordshire where the Chief Executive of the County Council is also the CEO of a district – this could be applied across all districts; or in Gloucestershire where the Chief Executive of Gloucester City Council is also a Director of the County Council. A potential model for a unified senior structure across Somerset could be developed across the councils using similar lines to either of these examples. An integrated management across the councils with a core mission to deliver the benefits of Option 2 would seem important to ensuring the change has an ownership and accountability for delivery.

- c) **Shared internal support services** – examples already exist, for example with shared legal services in Somerset, that could be more broadly applied to all internal support services, such as HR, Finance etc. and applied across all councils. This would achieve economies of scale and widening of expertise that is not achievable with

separate sets of support services. Such shared services could all sit under one umbrella – a partnership entity overseen by all councils – or each council could be the lead partner for a support service, providing services under service level agreements to the other councils e.g. one council leads on HR, one leads on Legal, one leads on Finance etc.

d) **Simple self-serve customer journeys** – this might involve redesigning all services through the eyes of the customer rather than which council they are interacting with. It could involve a single customer portal for Somerset, with service design directing the customer need to the appropriate council and potentially other service providers, but to the customer appearing seamless in its delivery. It would promote self-service to all residents of Somerset, thus allowing resources to be freed up to service demand from customers / residents who cannot or will not use self-service channels.

e) **Local holistic triage** – this could involve investing in shared or integrated teams operating at a community level, able to deal with a range of service needs across councils and holding the knowledge of which specialists to contact from which council to meet customer demand. Teams would be able to look at the resident / customer needs in the round rather than being constrained by organisational boundaries.

f) **Multi-disciplinary locality working** – this might involve integrated teams operating at a community or place level and sharing information and solutions and operating to locality plans and objectives that take account of local needs and differences as well as the wider strategic ambitions for Somerset. This could be based on themes e.g. community – bringing together disciplines such as housing and health, to tackle community and individual issues.

g) **Single strategy / approach to community-based demand management** – reducing demand or at least stemming the increase in demand for services is a common challenge for all public services. A single strategy and approach would ensure all councils and potentially other public service providers are working coherently to reduce demand and are taking account of the impact of decisions about services and initiatives on demand for their services and the services of others.

h) **Joined up commissioning & procurement** – all councils are involved in procuring similar goods and services. Joining this up could involve either more integration between the current individual and teams within councils or having a single procurement team tasked with driving down procurement costs and maximising the social and economic value to Somerset from the goods and services all councils buy.

i) **Single commercial strategy (and delivery)** – all councils have embarked to varying degrees on commercial strategies to support the sustainable delivery of services. A single commercial strategy and delivery could involve at the very least, a more coordinated approach, sharing experience and expertise and coordinating activity. At its furthest extent there could be a shared commercial strategy and team tasked with maximising the return for all councils and helping reduce risk by operating a shared portfolio of investment. A shared team would enable both a greater depth and breadth of knowledge and experience and potentially make the authorities more competitive in attracting the required expertise to manage commercial investment and risk well. Each council needn't necessarily hold the same level of equity in the shared portfolio but could potentially invest at different levels dependent on need and appetite for risk.

j) **Focused asset strategy & portfolio management** – all councils hold significant assets between them. Across the entirety of the portfolio there is undoubtedly excess operational space and the ambitions of “one public estate” are far from being fully realised. A focussed and shared asset strategy and portfolio could bring renewed focus to the efficient use of public assets, releasing those assets that are surplus to requirements for other uses and priorities and delivering operational savings and potentially capital receipts. Sharing portfolio management would not necessarily mean that if an asset was sold the financial benefits were shared between all councils, as clearly the asset will still be owned by one council. However, methods could be examined to incentivise greater sharing and release of surplus assets, including potentially with other public service providers.

## 7.0 Moving Forward

- 7.1 To realise the benefits of Option 2 will require significant work to be undertaken from staff and most probably, external expert support given the capacity constraints in all councils. Furthermore and more importantly, the Councils will need to commit to far reaching reforms for the long term to realise the benefits identified and there will need to be unified, determined and consistent political and senior managerial leadership across the councils to drive this through to conclusion, and overcome the undoubted obstacles and challenges that change of this scale will pose.
- 7.2 The Leaders and Chief Executives commissioned some further exploratory work by an internal team drawn from the five councils to consider Option 2 and how it might be delivered. This fleshed out a potential approach and led to this Option being renamed “Option 2 – Collaboration and Integration” as a better reflection of what it involves. The Team began to cluster the areas of work together to create a better integrated approach, reducing the risk of double counting financial benefits, and provide a clearer framework for moving forward.
- 7.3 These clusters need further work to define them accurately, but the intention would be to create a sequence that:
- a) Starts with the creation of the ‘machinery’ to do the ‘heavy lifting’ of the ‘transformation programme in the future by bringing together data and strategy personnel, creating combined programme management and change delivery teams and working to assess the specific opportunities arising from the commitment to close collaboration. This work will also start to bring together the back office functions whose role is so vital in driving change, HR and ICT, finance and property. As each area of service is brought together the leadership and management elements can be integrated and rationalised
  - b) Once this is in place then the programme could begin the task of strengthening work at a local level, working to create the single strategy/approach to community-based demand management outlined above, redesigning customer access, creating a common front door to services and to local forms of help, and crucially working alongside local voluntary groups, Town and Parish Councils to build communities to combat isolation and exclusion. This work would also entail a greater emphasis on targeted early intervention and prevention.
  - c) The programme could then progress to create the ventures and initiatives which could provide new approaches to long standing problems and create new opportunities to work creatively with the assets of the organisations. The process of

jointly recommissioning major areas of service could give us the opportunity to rethink and redesign many areas of service, working alongside partners and using evidence of what works from elsewhere to deliver better outcomes and better value for money. It could also present an opportunity to create community interest and other companies to pursue objectives creatively.

- 7.4 The potential programme outlined above needs a firm foundation, hence, to move ahead with a sense of urgency requires the immediate establishment of a Collaboration Programme Board with a remit to:
- a) Build awareness of current activity in the Councils.
  - b) Gather the data necessary to create the business case to make the final decision, in particular the accurate modelling of future demand, and the validation of estimates for savings and the costs of achieving them.
  - c) Ensure that all improvement activity in the separate Councils is understood and then aligned, based on the premise that a shared approach is the agreed goal of the organisations.
  - d) Revisit the original report and create clusters of workstream activity.
  - e) Identify where work could start in order to show quick progress.

## **8.0 Conclusion**

- 8.1 The debate on the Future of Local Government in Somerset, which has been ongoing for over 18 months in this instance, and sporadically for several decades before that, needs to move decisively into concrete action and follow a clear direction.
- 8.2 It is clear that the combined pressures of a growing and aging population, increasing levels of poverty and poor social mobility, low wages and insufficient housing present a set of challenges that threaten to overwhelm local government and other public sector organisations. Action is needed quickly to arrest and reverse the trends and to build on opportunities that have been dormant for some time.
- 8.3 Ironically the limited collaboration between the Councils in the past provides the basis of the first steps toward a new future. As stated at the beginning, the District Councils believe that a more collaborative approach is the best way to achieve immediate change and improved outcomes for the communities that we serve. There are, at first sight, substantial savings to be gained from bringing the organisations together and removing waste and duplication. A number of options are available, with the preferred option being the one that delivers savings quickly and enables people to be fully focussed from day one on the development of effective strategies, the redesign of services and the strengthening of communities.
- 8.4 The collaborative Option is not the easiest and this will require considerable and sustained political and managerial will. Light touch sharing will not provide the outcomes to compare with those on offer through the pursuit of a Unitary path, it will require integration at scale whilst retaining the local democratic arrangements.
- 8.5 Work needs to start now by creating a joint programme board to create the business case and establish the capacity to deliver an ambitious programme that will give Somerset residents the local government they need and deserve.

## Timetable

- February 2020: Reports submitted to the District Councils to gain commitment and agreement to formally develop Option 2. Workshops at each Council
- March - June 2020: Discovery and development of detailed business case and outline delivery plan, governance, etc. for Option 2. Community Consultation and Engagement on the issues and the future of Somerset
- July 2020: Joint Scrutiny Panel. Individual Council Scrutiny. Formal Consideration of Business Case, Delivery Plan and Governance by each of the District Councils
- August 2020: Commence Implementation

## 9.0 Recommendations

### 9.1 Executive recommends to Full Council that:

1. A full business case should now be prepared, which fully explores Option 2 (Collaboration and Integration), being the preferred way forward at this time. This business case should come back to the Executive in July 2020, along with clear recommendations and a delivery plan.
2. A joint Project Board should be created, with the Leader of the Council being the representative from Somerset West and Taunton Council, to oversee the work during the next stage.
3. Option 2 – Collaboration and Integration, as Somerset West and Taunton Council's current preferred option for the future of local government in Somerset to take forward through community consultation and engagement.
4. Note that in the best interests of the communities and residents of the District, the Council will continue to work with colleagues across all tiers of local government and public service in Somerset

## 10.0 Links to Corporate Strategy

10.1 There will be an indirect impact on all Corporate Priorities

## 11.0 Finance / Resource Implications

11.1 The financial implications of this Report will be considered in the development of the detailed Business Case, if this Option is approved

## 12.0 Legal Implications

12.1 The legal implications of this Report will be considered in the development of the detailed Business Case, if this Option is approved

## 13.0 Climate and Sustainability Implications

13.1 The climate change implications of this Report will be considered in the development of the detailed Business Case, if this Option is approved

## 14.0 Safeguarding and/or Community Safety Implications

14.1 Any safeguarding and/or community safety Implications will be considered in the development of the detailed Business Case, if appropriate.

## **15.0 Equality and Diversity Implications**

15.1 The equalities implications will be considered in the development of the detailed Business Case, if this Option is approved

## **16.0 Social Value Implications**

16.1 There will be both direct and indirect impacts on the delivery of services to our customers and communities, and the Business Plans will in due course identify these in more detail

## **17.0 Partnership Implications**

17.1 If Option 2 is approved the implications of collaboration and integrated working will be covered in the detailed Business Report.

## **18.0 Health and Wellbeing Implications**

18.1 The health and wellbeing implications will be considered in the development of the detailed Business Case, if this Option is approved

## **19.0 Asset Management Implications**

19.1 Any asset management implications will be considered in the development of the detailed Business Case, if this Option is approved

## **20.0 Data Protection Implications**

20.1 Any Data Protection implications will be considered in the development of the detailed Business Case, if this Option is approved

## **21.0 Consultation Implications**

21.1 Any Consultation implications will be considered in the development of the detailed Business Case, if this Option is approved

**Democratic Path:**

- **Scrutiny / Corporate Governance or Audit Committees – No**
- **Cabinet/Executive – Yes**
- **Full Council – Yes**

**Reporting Frequency: Ad-hoc**

**Supporting Document:**

**[Ignite Consortia Report - which looked at the range of options for change - February 2019](#)**

**Contact Officers**

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