

Scrutiny for Policies and Place Committee

Thursday 7 November 2019

2.00 pm Taunton Library Meeting Room



To: The Members of the Scrutiny for Policies and Place Committee

Cllr A Groskop (Chair), Cllr A Bown (Vice-Chair), Cllr P Ham, Cllr B Filmer, Cllr John Hunt, Cllr L Leyshon, Cllr M Keating and Cllr T Munt

All Somerset County Council Members are invited to attend meetings of the Cabinet and Scrutiny Committees.

Issued By Scott Wooldridge, Strategic Manager - Governance and Risk - 30 October 2019

For further information about the meeting, please contact Lindsey Tawse on 01823 355059, ltawse@somerset.gov.uk or Jamie Jackson on 01823 359040, jajackson@somerset.gov.uk

Guidance about procedures at the meeting follows the printed agenda.

This meeting will be open to the public and press, subject to the passing of any resolution under Section 100A (4) of the Local Government Act 1972.

This agenda and the attached reports and background papers are available on request prior to the meeting in large print, Braille, audio tape & disc and can be translated into different languages. They can also be accessed via the council's website on

www.somerset.gov.uk/agendasandpapers



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AGENDA

Item Scrutiny for Policies and Place Committee - 2.00 pm Thursday 7 November 2019

****Public Guidance notes contained in agenda annexe****

1 **Apologies for absence**

2 **Declarations of Interest**

Details of all Members' interests in District, Town and Parish Councils will be displayed in the meeting room. The Statutory Register of Member's Interests can be inspected via the Community Governance team.

3 **Minutes from the previous meeting held on 9 October 2019. (to follow).**

The Committee is asked to confirm the minutes are accurate.

4 **Public Question Time**

The Chairman will allow members of the public to ask a question or make a statement about any matter on the agenda for this meeting. **These questions may be taken during the meeting, when the relevant agenda item is considered, at the Chairman's discretion.**

5 **Exclusion of the Press and Public**

To consider passing a resolution having been duly proposed and seconded under Schedule 12A of the Local Government Act, 1972 that the press and public be excluded during the remainder of the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure to them of exempt information of the following description:

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Possible exclusion of the press and public

PLEASE NOTE: Although the main report for this item not confidential, supporting appendices available to Members contain exempt information and are therefore marked confidential – not for publication. At any point if Members wish to discuss information within this appendix then the Committee will be asked to agree the following resolution to exclude the press and public:

Exclusion of the Press and Public

To consider passing a resolution having been duly proposed and seconded under Schedule 12A of the Local Government Act 1972 to exclude the press and public from the meeting, on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, within the meaning of Schedule 12A to the Local Government Act 1972:

Reason: Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Item Scrutiny for Policies and Place Committee - 2.00 pm Thursday 7 November 2019

6 **Corporate Property Asset Management Plan 2019 - 2024 - Item deferred due to pre-election notice period**

7 **2019/20 Revenue Budget Monitoring Report - Month 5.** (Pages 7 - 22)

8 **Review of Scrutiny function Report.** (Pages 23 - 40)

9 **West Somerset Opportunity Area (For Information Report).** (Pages 41 - 58)

10 **Scrutiny for Policies and Place Committee Work Programme** (Pages 59 - 74)

To receive an update from the Governance Manager, Scrutiny and discuss any items for the work programme. To assist the discussion, attached are:

- The Committee's work programme
- The Cabinet's forward plan

11 **Any other urgent items of business**

The Chairman may raise any items of urgent business.

Are you considering how your conversation today and the actions you propose to take contribute towards making Somerset Carbon Neutral by 2030?

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Agenda Annexe

Guidance notes for the meeting

1. Inspection of Papers

Any person wishing to inspect Minutes, reports, or the background papers for any item on the Agenda should contact the Committee Administrator for the meeting – Lindsey Tawse on Tel: (01823) 357628 or 355059 or Email: democraticservices@somerset.gov.uk They can also be accessed via the council's website on www.somerset.gov.uk/agendasandpapers

2. Members' Code of Conduct requirements

When considering the declaration of interests and their actions as a councillor, Members are reminded of the requirements of the Members' Code of Conduct and the underpinning Principles of Public Life: Honesty; Integrity; Selflessness; Objectivity; Accountability; Openness; Leadership. The Code of Conduct can be viewed at: <http://www.somerset.gov.uk/organisation/key-documents/the-councils-constitution/>

3. Minutes of the Meeting

Details of the issues discussed and recommendations made at the meeting will be set out in the Minutes, which the Committee will be asked to approve as a correct record at its next meeting.

4. Public Question Time

If you wish to speak, please tell Lindsey Tawse the Committee's Administrator - by 5pm, 3 clear working days before the meeting (date). All Public Questions must directly relate to an item on the Committee's agenda and must be submitted in writing by the deadline.

If you require any assistance submitting your question, please contact the Democratic Services Team on 01823 357628.

At the Chair's invitation you may ask questions and/or make statements or comments about any matter on the Committee's agenda – providing you have given the required notice. You may also present a petition on any matter within the Committee's remit. The length of public question time will be no more than 30 minutes in total.

A slot for Public Question Time is set aside near the beginning of the meeting, after the minutes of the previous meeting have been signed. However, questions or statements about any matter on the Agenda for this meeting may be taken at the time when each matter is considered.

You must direct your questions and comments through the Chair. You may not take direct part in the debate. The Chair will decide when public participation is to finish.

If there are many people present at the meeting for one particular item, the Chair may adjourn the meeting to allow views to be expressed more freely. If an item on the Agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

An issue will not be deferred just because you cannot be present for the meeting. Remember that the amount of time you speak will be restricted, normally to two minutes only.

5. Exclusion of Press & Public

If when considering an item on the Agenda, the Committee may consider it appropriate to pass a resolution under Section 100A (4) Schedule 12A of the Local Government Act 1972 that the press and public be excluded from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, as defined under the terms of the Act.

6. Committee Rooms & Council Chamber and hearing aid users

To assist hearing aid users the Committee meeting rooms have infra-red audio transmission systems.

7. Recording of meetings

The Council supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public - providing this is done in a non-disruptive manner. Members of the public may use Facebook and Twitter or other forms of social media to report on proceedings and a designated area will be provided for anyone wishing to film part or all of the proceedings. No filming or recording may take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the Committee Administrator so that the relevant Chair can inform those present at the start of the meeting.

We would ask that, as far as possible, members of the public aren't filmed unless they are playing an active role such as speaking within a meeting and there may be occasions when speaking members of the public request not to be filmed.

The Council will be undertaking audio recording of some of its meetings in County Hall as part of its investigation into a business case for the recording and potential webcasting of meetings in the future.

A copy of the Council's Recording of Meetings Protocol should be on display at the meeting for inspection, alternatively contact the Committee Administrator for the meeting in advance.

2019/20 Revenue Budget Monitoring Report – Month 5

Lead Officer: Sheila Collins, Interim Director of Finance
Author: Leah Green, Finance Manager MTFP – Corporate
Finance Contact Details: SDCollins@somerset.gov.uk 01823 359028
Cabinet Member: Cllr Mandy Chilcott – Cabinet Member for Resources
Division and Local Member: All

1. Summary

- 1.1. This report sets out the Month 5 forecast outturn position for 2019/20 for the net Revenue Budget of £327.967m. It highlights variances to service budgets, as well as emerging issues, risks, areas of concern and proposed actions to resolve them. The Council's Medium-Term Financial Plan (2019-22) sets out proposals to further develop its financial resilience over the long-term whilst also supporting the delivery of the Council's key priorities.
- 1.2. The report continues to show an overall projected **balanced position** for the Council, with the main adverse variances being within Children's Services and Trading Units (Dillington House). Management action continues to be developed and implemented in these areas to mitigate pressures with an aim to end the year within the approved budget. Until these management actions are fully developed and implemented, these variances are included in the detail of the report and a proportion of the corporate contingency 'notionally' allocated to off-set them. This leaves £5.748m of the Corporate Contingency budget currently unallocated and therefore potentially available to further improve the Council's financial resilience in the medium term. A decision regarding use of the contingency will be considered later in the year once the end of year position is firmer.
- 1.3. The budget for 2019/20 includes a savings target of £21.547m and this report confirms current forecast delivery of £21.365m.

2. Issues for consideration / Recommendations

- 2.1. The Committee is asked to comment on the projected revenue outturn for 2019/20, whether there are any suggestions for additional management actions or alternative options that they would like to recommend to the Cabinet.
- 2.2. The Committee is asked to consider any issues or information they would like to be addressed or included in future reports.

3. Background

- 3.1. This report is the fourth revenue budget monitoring for 2019/20 and remains a relatively early forecast of the potential end of year position.
- 3.2. Nevertheless, it is encouraging that the forecast continues to show confidence that the more robust approach to budget planning for 2019/20 onwards has ensured that the budget assumptions are realistic, and deliverable with a relatively small adverse variance seen in Service forecasts of £0.805m. This is a slightly worsened position from the previous month's forecast mainly as a result of changes in the Children's services area and the increased deficit in the trading forecast for Dillington which are detailed in section 4.5 and section 4.10 respectively. At this stage in the year, this adverse variance is being off-set by a 'notional' allocation from Corporate Contingency while firm management actions to correct variances are being developed.
- 3.3. The Council must, and will, sustain this tighter financial grip going forwards. This will include the continuation of formal monthly monitoring report to Cabinet and to Scrutiny for Policies and Place and continual improvements to the format, content and layout of the reports to aid effective review and scrutiny. Alongside this internal tracking and budget monitoring processes continue to be given close attention by the Senior Leadership Team.

4. Reserves

- 4.1. Forecasts for the use of reserves and the year-end balance have not significantly changed from the previous month with the current estimated balance of approximately £33m remaining in earmarked reserves at the end of the year. As part of the fuller quarterly budget monitoring reports, reserves will be reported in more detail including explanations and will include a forecast of the value of reserves that will be held at the end of the year.

5. Capital Receipts Flexibilities (CRF)

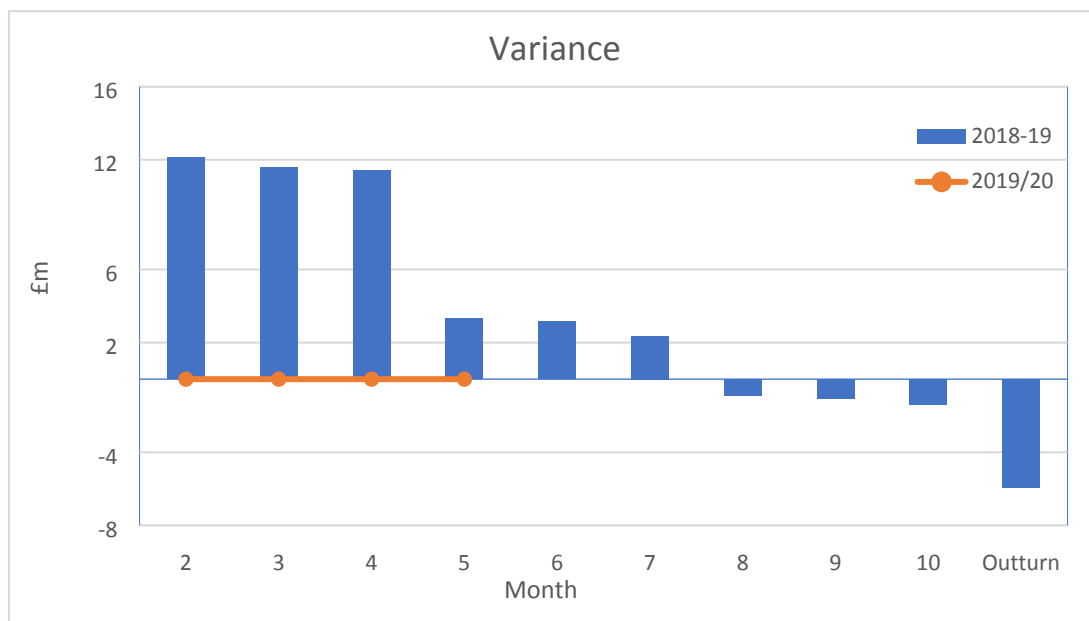
- 5.1. The MTFP (2019-22) process included a review of business cases supporting the transformation activity that planned to utilise capital receipts flexibilities during 2019/20 in compliance with Government Guidelines. This was originally planned at £2.795m in the MTFP. The Month 5 forecast position indicates a small reduction of £0.370m to £2.425m against the original planned amount and is in-line with the month 4 report. A full summary of the forecasts will be included in the quarterly budget monitoring reports.

6. Summary Forecast 2019/20 – Revenue Budget

- 6.1. The Councils forecast shows a projected **balanced position** when compared to the net revenue budget of £327.967m. There is a forecast adverse variance in Key Service Spend with most of the adverse variance being within Children's Services and Trading Units (Dillington House). Most other areas of the Council are within reasonable tolerance.

6.2. The following graph (Graph 1) compares the reported monthly budget variances in 2018/19 and the current financial year.

Graph 1 – Revenue Budget Variances 2018/19 and 2019/20



6.3. The table showing the projected end of year position, and variances from agreed budgets, are set out in Appendix A. The paragraphs below offer short explanations of the major parts of those variances. As part of continuing improvements to financial management we will continue to review the format and content of this report to ensure that it meets current best practice and aids transparency.

7. Key Variances

7.1. Adults Services: Net budget £126.533m, £0.174m projected adverse variance, adverse movement of £0.042m

The Adults budget is projected to be overspent by £0.174m against the net budget of £126.533m. This is a small increase of £0.042m from the figure reported in Month 4.

The increased projection of £0.042m is as a result of moving 4 clients from a care home with quality and performance concerns which has now been closed. The new placements have been made at a higher rate than previously but will ensure the assessed outcomes of those involved are met appropriately.

The remainder of the budget has largely stayed as reported previously although there are a number of changes that have netted each other off to reach that position.

There has been an increase in Residential and Nursing placements over the past month, particularly Nursing placements for people with Dementia which

has seen a net increase of 7 placements. This is the continuation of growth that was reported in month 4 and an area that the service knows is likely to increase in the future. As a result, the Mental Health transformation plan and new models of care being commissioned are a big focus over the coming months and years.

Offsetting the increase above is a decrease in the projected cost of Domiciliary Care. There was a reduction in hours delivered across the County throughout period 4, particularly in the Sedgemoor and South Somerset areas. There were particular sourcing issues in South Somerset throughout July although these have now subsided following work done with providers in that area.

The Learning Disabilities Pooled Budget is now projecting a very small favourable variance of £0.062m. There are increased costs for Supported Living following an increase in assessed needs for a number of clients both within the Discovery contract and those that are purchased outside of the contract. These additional costs have been offset by 3 new and 1 increased Continuing Health Care awards.

The council has recently reached a financial settlement with Unison on behalf of its members in relation to an employment tribunal claim. This has enabled the claim to be resolved in a way that is satisfactory for all parties. Costs are being finalised and will be reported as part of the next budget monitoring report.

It is likely that as forecasts become clearer a favourable variance of one-off funding will arise and will be requested at year end to be transferred to the Adult Social Care Resilience earmarked reserve. As part of the fuller quarterly budget monitoring reports a forecast will be included of the likely value of the favourable variance next month.

There are MTFP savings of £5.157m to be achieved during 2019/20. Of these £3.468m have already been fully achieved with the remaining £1.689m on track to be delivered throughout the year.

7.2. Children's Services: Net budget £83.504m, £0.619m projected adverse variance, adverse movement £0.153m

King Arthur's Community School has become a sponsored academy as part of the Sherborne Area Schools Trust. At the point of transfer the school was in deficit which remains with the local authority, to be funded from its core budget. This is not an allowable charge to the Dedicated Schools Grant. The value of the deficit is still being validated but current estimate is £0.450m. We are hoping that the final deficit balance will be agreed with the Trust over the coming weeks and be reported in quarter 2 (month 6) budget monitoring report.

External placements projections have increased by £0.1m this month resulting in a total adverse variance of £1.123m. This is an area of volatility due to the individual and varying complexity of needs of our children and young people, with current average weekly rates for residential and fostering placements at £4,221 and £920 respectively. The budget continues to be subject to additional financial monitoring arrangements to ensure that any deviation from projection can be identified by managers as early as possible.

The ongoing review of use of transport for contact and education by operations managers and business support has improved the forecast financial position by £0.1m, with the budget now projecting a favourable variance of £0.270m.

Children's Commissioning have an adverse change in variance of £0.037m. Increase staff costs within Partnership Business and the Placements Team have contributed £0.018m towards this change with the remaining £0.021m relating to the unbudgeted membership of the South West Peninsula Framework.

There have been several other movements across Children's Social Care services resulting in an increase of £0.1m since last month.

7.3. Public Health: Net budget £1.153m, projected on budget movement; £nil

As reported previously there remains a favourable variance projected against this budget however the Director of Public Health is in the process of increasing capacity within the specialist public health team. This capacity will provide additional support to the developing prevention focus across the organisation and wider system. There is also some funding now allocated to the Development of Neighbourhoods Transformation Programme.

It is likely that there will be a favourable variance at year end and as part of the fuller quarterly budget monitoring reports a forecast will be included of the likely value of the favourable variance next month. This favourable variance will be requested to be moved at year end to the Public Health Earmarked Reserve. This money will be used to fund Neighbourhoods Transformation and to provide a degree of future resilience given the uncertainty over long term funding for Public Health. The government indicated in the 2019 spending review that the Public Health Grant will receive a real-terms increase for 2020/21.

All savings have been fully achieved for 2019/20. The total savings for the Public Health service is made up of £0.547m reduction to the Public Health Grant for which the service has taken management action to address and £0.500m of MTFP savings that are reported within the savings table below (Table 2).

7.4. Economy Community and Infrastructure: Net budget £66.639m, -£0.608m projected favourable variance, favourable movement of -£0.124m

Economy Community and Infrastructure (ECI) are forecasting a favourable variance of £0.608m for 2019/20. The major variations are:

Property Services are projecting a £0.470m favourable variance. This is as a result of rental income on some properties not reducing as expected due to the delay in the sale of properties. The favourable variance has increased from month 4 by £0.186m due in part to the anticipated transfer of budgets as part of the Corporate Landlord model, increased income projections and a reduction in a number of forecasts due to staff vacancies. Due to a lack of certainty about the sustainability of this level of underspend further work by finance and property colleagues is underway.

Transporting Somerset are £0.008m overspent which is an adverse movement of £0.171m from month 4. This in the main is due to an increase in Concessionary Fares projections as a result of fares increases and passenger numbers. However, it is very early in the year and Concessionary Fares volumes and County Ticket take-up can impact the outturn position as the year progresses.

Highways and Transport Commissioning are projecting a £0.362m adverse variance. This is as a result of new urgent technical studies and additional staff to improve service levels in highways development management. The favourable movement of £0.099m from month 4 is due to further detailed work on projections and budgets in this area.

Highways is forecasting a £0.365m adverse variance. The £0.094m favourable movement from month 4 is due to an increase in forecast for the Term Maintenance Contract rebate as additional schemes have been added, in addition there is a reduction in forecast spend on bridge maintenance. In the main, this adverse variance is due to the overspend on Tree maintenance and the TMC rebate, despite the favourable movement this month, still being lower than anticipated. The highways adverse variance is being closely monitored and a plan is in place to track and reduce this.

Traffic Management are forecasting a £0.121m favourable variance. The adverse movement of £0.057m to the favourable variance reported in month 4 is as a result of updated income projections. The overall favourable variance is due to an increase in applications for Temporary Traffic Regulation Order income (road closures and diversions) and a more consistent approach to enforcement charging. Within Parking Services £0.100m has been allocated to the parking review due to take place over the coming months.

Somerset Waste Partnership are forecasting an £0.802m favourable variance, this is down to waste volumes being less than budgeted. The most significant

areas seeing a reduction are kerbside residual waste and green waste at both kerbside and recycling centres. Volumes continue to be volatile and dependent on outside factors such as the weather.

Economic Development are projecting an adverse variance of £0.033m. This is as a result of the anticipated additional legal costs for Connecting Devon and Somerset.

There are still a number of factors that could change forecasts including winter and emergency costs and any upturn in waste volumes and transport costs (Concessionary Fares as a result of operator's data and County Ticket).

Economy Community and Infrastructure have £3.165m of savings for 2019/20. Of this £2.049m has been achieved, £1.106m is on track to be achieved and £0.010m is unachievable and is going through the change control process.

7.5. Corporate and Support Services: Net Budget £22.284m, -£0.059m projected favourable variance, adverse movement of £0.080m

Corporate and Support Services are forecasting a favourable variance of £0.059m for 2019/20. This is due to the following;

The Commercial and Procurement forecast favourable variance is now £0.040m. This variance is as a result of several staff vacancies that are yet to be filled, staff MTFP savings being achieved earlier than anticipated and additional income from trading with other local authorities. This is off-set by the unachievable MTFP for the review of fees and charges, however this saving is currently being considered as part of the change control process and additional savings proposals being identified.

The ICT favourable variance now stands at £0.028m. The adverse movement from month 4 of £0.025m is due to a contract extension costs and the additional costs of improving connectivity in some external offices. This has been offset in part by a reduction in insurance charges and other small favourable variances.

Customers and Communities are forecasting favourable variance of £0.057m. This is due to staff vacancy savings of £0.073m offset in part by a shortfall in income and additional training costs. The favourable movement of £0.006m from month 4 is due to further staff vacancies.

Democratic Services are projecting an adverse variance of £0.060m, this is as a result of a shortfall of Partnership Governance funding and £0.035m of MTFP savings (Member allowances voluntary deduction, Partnership Governance income generation and Democratic Services demand management) that are unachievable. These savings are unachievable due to the business need to continue as the Host Authority for several significant Partnership Governance

arrangements and additional work as part of the Improving Lives Programme and Peer Challenge recommendations for Member training and the review of the council's scrutiny function.

There are number of other small adverse and favourable variances within Corporate and Support Services which offset each other.

Corporate & Support Services have £3.574m of savings for 2019/20. Of this £3.201m has been achieved, £0.206m is on track to be achieved and £0.166m is currently unachievable. This is made up of £0.034m of unachievable savings within Democratic Services for income recovery and generation, a £0.012m unachievable saving in Legal Services which is being reviewed and £0.120m unachievable savings in Commercial and Procurement for the review of fees and charges which is currently being considered as part of the change control process. A saving of £0.060m has already been identified to replace the fees and charges saving and is awaiting formal change control sign-off.

7.6. Non-Service: Net budget £21.301m, £0.261m projected adverse variance adverse movement of £0.007m

Central Debt Charges; favourable: -£0.057m, adverse movement; £0.046m

The adverse movement of £0.046m is the annual cost of repaying a loan early. The total cost was £1.1m but regulation allows the Council to spread the cost over the life of the original term (being 24 years). The remaining costs have been included in the budget for future years. This cost is offset by the saving of the annual interest charge of the original loan.

Residual Magistrates Courts: favourable £0.039m, favourable movement; £0.039m

The projected outturn at month 5 is favourable variance of £0.039m. This is as a result of the budget not being adjusted annually to reflect the reduction in loan debt charges since 2015/16. This reduction has been built into the MTFP for 2020/21.

7.7. Trading Units: Net budget £0.000m, £0.417m projected adverse variance, adverse movement £0.127m

Dillington House: adverse £0.417m, adverse movement; £0.127m

Dillington is currently forecasting a deficit of £0.417m following a deep dive budget/performance review of month 5 accounts and forecasts. The adverse movement of £0.127m reflects revised projections of income levels across all areas of activity particularly weddings. Further updates have been made by adjusting costs to reflect the reduction in activity.

There are positives with increased income this year from conferences, events

and online B&B bookings. Actions are taking place to continue building on these positives and to identify potential alternative revenue streams for 2019/20.

Adult Education has not managed to reach its stretch targets for this year but has exceeded previous years' income levels. Work is ongoing to develop a refreshed programme in 2020 to attract new business. We will be taking advantage of the space in this year's programme to test new courses and market appetite.

Whilst weddings have been disappointing for this year (due to a vacancy in a key post during the relevant booking period), next year's wedding bookings are already 57% higher than the current year, with bookings and enquiries continuing.

An independent review is imminent to assess the latest business plan and financial forecasts for the next 3 years and consider how Dillington can effectively deliver services as part of the County Council's portfolio.

Support Services for Education: on budget £0.000m, movement; £nil

SSE Outdoors' surplus position has increased by £0.022m due to vacancy savings. Further favourable movements across SSE of £0.016m are due to confirmed buyback resulting in increased income.

7.8. Contingencies: Net Budget £6.553m, -£0.805m projected notional allocation, movement of -£0.285m

The 2019/20 budget included £7.226m in a corporate contingency to mitigate against the risk of unexpected in-year service pressures and or funding changes. This sum is now £6.553m following the agreed recommendation to transfer £0.498m to fund some of the pressure within Children's Services for SEN transport (as per July Cabinet meeting) and the agreed recommendation to transfer £0.175m to fund the enhanced capacity and capability to aid Brexit preparations (as per September Cabinet meeting).

At this stage in the year it remains prudent for this contingency budget to be shown as fully committed however an element is being shown to off-set the adverse variance of £0.805m currently forecast in service areas and Trading Units which is an adverse movement of £0.285m from month 4. If the current adverse variance in other services and Trading Units is not mitigated by additional management action the remaining available contingency budget would be £5.748m. If no other pressures materialise during the year the outturn position would be an overall favourable variance of this sum for the authority.

8. Delivery of Savings

- 8.1.** The Financial Imperative approach, established to manage the preparation and delivery of MTFP continues to provide monthly assurance for the development, delivery and validation of savings plans.
- 8.2.** The different savings statuses are as follows:
- Red: This means that the saving has been identified as being at risk of delivery and plans to replace the saving have not yet been agreed via the change control process.
 - Green: The saving is on track for delivery.
 - Blue: The saving has been delivered.
- 8.3.** The following table (Table 2) shows a summarised breakdown of achievement of savings for 2019/20 as at 31st August 2019 and confirms that 99% of the proposals for change have been classified as having a green or blue status, meaning service directors are confident that these savings will be delivered or in the case of the blue savings, they have already been delivered. 1% of savings proposals have been classified as red meaning the savings are currently at risk or replacement savings have not been agreed through the change control process. The monitoring of the delivery of the savings across the three decision processes can be seen in Appendix B.

Table 2 – Revenue Savings 2019/20

Service	Agreed Savings (£)	Red (at risk) £	Green (on track) £	Blue (delivered) £
Adult Services	5,506,800	-	1,688,674	3,818,126
Children's Services	4,592,800	5,800	1,246,500	3,340,500
Corporate & Support Services	3,573,500	166,300	206,403	3,200,797
Economic & Community Infrastructure	3,165,300	10,000	1,106,400	2,048,900
Non-Service	4,708,800	-	-	4,708,800
Total	21,547,200	182,100	4,247,977	17,117,123
Percentage of Delivery		0.85%	19.71%	79.44%

9. Consultations undertaken

- 9.1.** Information and explanations have been sought from directors on individual aspects of this report and their comments are contained in the report. Due process and consultations will be carried out where required for any further specific proposals for change.

10. Implications

- 10.1.** The financial implications are identified throughout the report.
- 10.2.** There are no specific legal implications arising from this report.
- 10.3.** There are no HR implications arising directly from this report, but remedial actions may have such implications. These will be dealt with in any subsequent reports.
- 10.4.** The Council's corporate risk register recognises the difficulties to containing spend within budget in the face of service pressures, reducing funding and the challenges of delivering ever more savings and efficiencies.

Although broader market uncertainty exists in view of the current Brexit negotiations, at this stage any precise implications are not known. The Council needs to be alert to potential implications as negotiations develop and respond accordingly at the time.

The Children's Services budget, while rebased, remains under pressure as the Service continues to improve alongside the sensitivity of some aspects of the services to volume changes, especially placements.

The Organisational Risk (00043) has a broad perspective, encompassing both current year spending and future years' budgets. At the beginning of each year this corporate risk is reviewed.

The up-dated risk for 2019/20 acknowledges the improvement that has been made and describes the risk to be: "Maintaining a balanced budget for 2019/20 and ensuring a sustainable MTFP. There is a risk to the council's long-term sustainability if there are significant in-year service adverse variances, and or if the council suffers significant loss of funding in future years its ability to prepare a robust and sustainable MTFP for 2020/21 onwards may be impacted."

Following the Spending Round (SR19) additional funding for Local Authorities has been announced mainly for social care and high needs education. However, the mechanisms for distribution of these additional funds is subject to consultation and will be confirmed in early December.

Additionally, there is no current commitment to continue the significant levels of one-off funding beyond 2020/21. In view of this significant level of uncertainty facing local government in funding and on-going increasing demand pressures and costs, despite growing confidence with internal control mechanisms, the risk score remains at the current level of "very high" (4x4(16)).

Robust control must be maintained.

- 10.5.** There are no specific equalities implications arising from the contents of this report.
- 10.6.** There are no community safety implications arising from the contents of this report.
- 10.7.** There are no sustainability implications arising from this report.
- 10.8.** There are no health and safety implications arising from this report.
- 10.9.** There are no privacy implications arising from this report.
- 10.10.** There are no health and wellbeing implications arising from this report.

11. Background papers

- 11.1.**
 - 25th September 2019 Month 4 Budget Monitoring Report to Cabinet

Note: For sight of individual background papers please contact the report author.

Appendix A - Revenue Budget Monitoring (Month 5) - Headline Summary Table

Service	Total Revised Budget	Adverse Variances (+)	(Favourable) Variances (-)	Month 5 Net Variance Adverse / (Favourable)		Month 4 Net Variance	Movement from Month 4
	£m	£m	£m	£m	%	£m	£m
Adult Services	126.533	4.900	(4.726)	0.174	0.14%	0.132	0.042
Children's Services	83.504	3.772	(3.153)	0.619	0.74%	0.467	0.153
Public Health	1.153	0.000	0.000	0.000	0.00%	0.000	0.000
Economic & Community Infrastructure Services	66.639	2.432	(3.040)	(0.608)	(0.91%)	(0.484)	(0.124)
Key Services Spending	277.829	11.104	(10.919)	0.185	0.07%	0.114	0.071
Corporate & Support Services	22.284	0.699	(0.758)	(0.059)	(0.26%)	(0.139)	0.080
Non-Service Items	21.301	0.719	(0.457)	0.261	1.23%	0.255	0.007
Trading Units	0.000	0.424	(0.007)	0.417	0.00%	0.290	0.127
Support Services & Corporate Spending	43.586	1.842	(1.222)	0.619	1.42%	0.406	0.214
Corporate Contingencies	6.553	0.000	(0.805)	(0.805)	(12.28%)	(0.520)	(0.285)
Total SCC Spending	327.967	12.946	(12.946)	(0.000)	(0.00%)	0.000	0.000

Total Revised Budget = Revised budget after transfers between services, not affecting the total budget for 2019/20

Adverse variance = one that deteriorates the projected outturn position

(Favourable) variance = one that improves the projected outturn position

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Appendix B – Delivery of Savings Summary 2019/20

Savings agreed in February 2019 for 2019/20:

Service	Agreed Savings £	Red (at risk) £	Green (on track) £	Blue (delivered) £
Adult Services	3,389,000	-	1,688,674	1,700,326
Children's Services	1,701,000	-	98,300	1,602,700
Corporate & Support Services	2,955,900	120,000	150,503	2,685,397
Economic & Community Infrastructure	2,307,200	10,000	716,500	1,580,700
Non-Service	4,708,800	-	-	4,708,800
Total	15,061,900	130,000	2,653,977	12,277,923
Percentage of Delivery		0.86%	17.62%	81.52%

Savings agreed in September 2018 (MTFP2) for 2019/20:

Service	Agreed Savings £	Red (at risk) £	Green (on track) £	Blue (delivered) £
Adult Services	1,717,800	-	-	1,717,800
Children's Services	2,891,800	5,800	1,148,200	1,737,800
Corporate & Support Services	561,700	46,300	-	515,400
Economic & Community Infrastructure	842,400	-	389,900	452,500
Non-Service	-	-	-	-
Total	6,013,700	52,100	1,538,100	4,423,500
Percentage of Delivery		0.87%	25.58%	73.56%

Savings agreed in February 2018 for 2019/20:

Service	Agreed Savings £	Red (at risk) £	Green (on track) £	Blue (delivered) £
Adult Services	400,000	-	-	400,000
Children's Services	-	-	-	-
Corporate & Support Services	55,900	-	55,900	-
Economic & Community Infrastructure	15,700	-	-	15,700
Non-Service	-	-	-	-
Total	471,600	-	55,900	415,700
Percentage of Delivery		0.00%	11.85%	88.15%

ALL Combined Savings for 2019/20:

Service	Agreed Savings £	Red (at risk) £	Green (on track) £	Blue (delivered) £
Adult Services	5,506,800	-	1,688,674	3,818,126
Children's Services	4,592,800	5,800	1,246,500	3,340,500
Corporate & Support Services	3,573,500	166,300	206,403	3,200,797
Economic & Community Infrastructure	3,165,300	10,000	1,106,400	2,048,900
Non-Service	4,708,800	-	-	4,708,800
Total	21,547,200	182,100	4,247,977	17,117,123
Percentage of Delivery		0.85%	19.71%	79.44%

Review of Scrutiny function

Lead Officer: Scott Wooldridge, Strategic Manager, Governance

Author: Jamie Jackson, Service Manager, Governance

Contact Details: 01823 359040 – JAJackson@somerset.gov.uk

Cabinet Member: N/A

Division and Local Member: N/A

1. Summary

- 1.1. Effective scrutiny helps secure the efficient delivery of public services and drives improvements within the Council and, if done well, amongst other public service providers too. While scrutiny has matured in Somerset over the years, it still faces challenges.
- 1.2. As part of organisational transformation and taking forward Peer Challenge recommendations, the Council has undertaken a thorough review of its scrutiny function. The review has considered best practice from other councils and the latest Government statutory guidance in May 2019. Our review has also involved working with the Centre for Public Scrutiny (CfPS). Their covering report along with final review report (attached as Appendix A) provide the Committee with an opportunity to consider a series of recommendations and suggest any further developments they consider appropriate.
- 1.3. The majority of the recommendations in this report combine both the short term improvements that can be taken forward from the CfPS report along with recognising that the necessary cultural improvements to develop and embed better scrutiny form part of a longer term programme of work commencing before the end of 2019 through until March 2021.

2. Issues for consideration / Recommendations

The Committee is asked:

- 2.1. to endorse and recommend to Full Council that the Council implements a programme of cultural transformation and improvements to its scrutiny arrangements by March 2021, including the provision of additional resources in the Democratic Services Team and members training budgets to deliver the enhanced scrutiny arrangements;
- 2.2. to endorse 10 of the 11 recommendations within the Centre for Public Scrutiny's 'Supporting governance, scrutiny and member support in Somerset County Council' report as detailed on pages 9 and 10 of Appendix A; The Committee is asked to agree to an alteration to Recommendation 6 within the CfPS report and limit the number of agenda items to an absolute maximum of 4, rather than two as currently recommended, as this more accurately reflect the current position of the Authority and the size of the workload.
- 2.3. to consider and make any further recommendations it considers appropriate to include as part of the Scrutiny Review with reference to the Government's new

statutory guidance, best practice from other councils and the members workshop held in September 2019;

- 2.4. to support all recommendations relating to the Scrutiny Review being recommended by Full Council on 27th November 2019 and for the improvements to be taken forward from January 2020 to March 2021;
- 2.5. The Scrutiny for Policies and Place Committee to receive a quarterly progress report on the improvements and review of scrutiny arrangements.

3. Background

- 3.1. The Council undertakes an annual review of its democratic arrangements and its Constitution to ensure they remain fit for purpose for the organisation and meet its legal duties.
- 3.2. The Communities and Local Government Select Committee undertook an inquiry into the effectiveness of scrutiny in local government in 2017. The select committee's report identified a number of areas for improvement. This work has led to the development of the new statutory Scrutiny Guidance which was published in May 2019.
- 3.3. While Scrutiny has matured in Somerset over the last decade, it still faces challenges. These have included officer driven agendas, Scrutiny Committees being used as a 'tick box' for agreeing new policy and not providing the Committees the opportunity to add value, limited member engagement and overcrowded agendas and work programmes.
- 3.4. The Peer Challenge in 2018 identified, as one of the key recommendations, that 'Somerset County Council should review its scrutiny arrangements as part of making it more effective, ensuring all councillors are equipped to play an active role and contribute to the policy making and key decisions affecting the future of Somerset's residents and the council, and that its governance arrangements are reflective of this.' In parallel, as part of the organisational transformation work it was recognised there was a need to improve the Council's scrutiny arrangements. As a result the Council commissioned the nationally renowned Centre for Public Scrutiny to carry out an independent review of the scrutiny function at SCC between March and May 2019. This involved attending all 3 Scrutiny Committees (Place, Adults and Health and Children and Families) during April and conducting a Member survey, before producing an initial draft report in late May. This was subsequently reviewed with the Leader, Deputy Leader and Scrutiny Chairs and Vice Chairs in June.

- 3.5.** Following receipt of the draft Scrutiny Review report the Leader and the 3 Scrutiny Chairs agreed that the next step should involve an all member workshop to discuss the report, the recommendations within and consider these alongside the recent issued national guidance and the council's transformation work. The workshop was held in September, where members received an introductory briefing on the recently published statutory Scrutiny guidance for councils, an appraisal of the scrutiny arrangements and scrutiny resources at Devon County Council, provide a valuable opportunity for members to discuss the ideas and opportunities to make scrutiny more effective. The workshop provided the opportunity for members to discuss the Centre for Public Scrutiny's report and other ideas that members had for improving scrutiny prior to the report formally considered at all 3 Scrutiny Committees in November, as well as Cabinet, ahead of the recommendations being presented to Full Council in November. The workshop was facilitated by Ian Parry, from the Centre for Public Scrutiny who wrote the CFPS's report.

One of the main areas of focus discussed by the Members present, was that the report was focusing on an ideal scenario for 'pure scrutiny' and did not necessarily completely reflect the reality of day to day Local Authority and Committee working styles and politics. There was also concern raised that the report was in parts generic and Members felt that what the Council adopts should be more Somerset specific. This is reflected in the amended recommendation relating to the number of agenda items and a consensus that Cabinet Members and the relevant Director should co-present agenda items, rather than a select Committee style approach, which Members agreed didn't consider appropriate for Somerset County Council.

- 3.6.** The report of the Centre for Public Scrutiny, attached as Appendix A, gives a comprehensive analysis of the current arrangements and contains 11 specific recommendations for how scrutiny might be improved at the Council. Several of these recommendations can be defined as logistical or practical changes and therefore are relatively easy and straightforward to implement. Other recommendations are more cultural and these will take longer to embed and will require a change of approach throughout the Council by Members and officers.

The easier to implement changes include reducing the number of formal committee meetings in order to provide each scrutiny committee with the opportunity to focus its available resources on areas such as the development of commissioning plans, undertaking more partnership scrutiny, review opportunities for services improvements and doing more scrutiny outside of formal committee meetings e.g carrying out visits to frontline services and greater use of task and finish groups. Improvements to work planning (including quarterly joint work planning meetings across the committees), more focused agenda setting, improved meeting layouts, as well as a strict adherence to no 'for information' report as part of any formal agenda, would be relatively straightforward to implement during 2020.

- 3.7. The cultural work that has been identified will require a more gradual introduction, as members assume more ownership with the work programme and actively suggest and pursue items they wish to be considered, as well as Cabinet and officers making greater use of utilising Scrutiny as a sounding board early in policy development and consider their recommendations when shaping decisions and focusing on outcomes. There must also be an emphasis of greater ownership and engagement by all Scrutiny Committee Members, as well as a depoliticising of scrutiny where possible, for example removing the need for political group pre-meetings and replacing with pre-meetings for all Committee members, to agree themes of questioning and specific areas of interest. These types of changes will take time to embed and as result the intention is to have implemented and fully embedded all of the recommendations by March 2021, to align with the new quadrennium. It is however anticipated that all Members will begin to notice changes to the way scrutiny is working and conducted with an immediate effect.
- 3.8 Although the CfPS's report is comprehensive and suggested improvements and amendments in a number of areas, the Committee are invited to suggest other areas or issues that could be addressed at this time and can be incorporated in the overall review. Officers are especially keen to seek the Committee's views on the relationships with Cabinet members, senior officers and also how they would like to be consulted and incorporated within policy development.

4. Consultations undertaken

- 4.1. Page 11 of the Centre for Public Scrutiny's final report details the Members and officers who were met with on an individual basis.
- 4.2. All Members were invited to take part in an online Scrutiny survey. Over 40% of Members completed the survey, the results of which form part of the Centre for Public Scrutiny's final report.
- 4.3. 20 County Councillors attended the Scrutiny review Member workshop in September.

5. Implications

- 5.1. While there are no direct budget implications within the CfPS recommendations, the review of other councils and the new statutory guidance identifies the need for more scrutiny training and development for members, the possibility of conducting scrutiny in different ways, including increased use of visits and travel around the County. These recommendations will result in increased Member expenses and training budget requirements. However this should be considered alongside a reduction in officer demand, especially at a senior level, to prepare reports, briefings and attend a reduced number of formal Committee meetings from 2020.
- 5.2. The cultural transformation required, improved work planning and policy advice support will require dedicated officer resources in addition to what the council provides through the Democratic Services Team. The Strategic Manager, Democratic Services has reviewed other councils and the CfPS recommendations and has identified, as a minimum, the need for an additional

scrutiny support officer within the Democratic Services team. This additional officer resource and training resources for members forms are an integral part of the recommendations as they will be essential to support successful implementation by March 2021 and will have specific responsibility for policy research, liaison with members and officers throughout the Authority and scrutiny training and development.

6. Background papers

- 6.1.** Supporting governance, scrutiny and member support in Somerset County Council – Centre for Public Scrutiny - May 2019

- 6.2.** Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities – Ministry of Housing, Communities and Local Government – May 2019

Note For sight of individual background papers please contact the report author

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Supporting governance, scrutiny and member support in Somerset County Council

Final Report

May 2019

Contents:

Executive Summary:

- **Introduction**
- **Scope and methodology**
- **Summary of findings**
- **Recommendations**

Appendix A – Member survey summary

Appendix B – Evidence gathering summary

Supporting scrutiny, governance and member guidance

Introduction

Scrutiny plays an essential role in policy shaping, holding the executive to account and reviewing issues of importance to local communities. For it to do this effectively the scrutiny function and members need to develop a shared understanding on the role, purpose and objectives of overview and scrutiny. Scrutiny has to be a whole council responsibility and not left to a few members in scheduled meetings. It needs to be strong on prioritisation, develop strategic work programming and engage in evidence-based objective enquiry. It must have measurable impact on policy shaping, decision making, value and the quality of council services.

Somerset County Council is keen to drive the council's ambitious plans for its local economy, healthy communities and infrastructure projects. It also wishes to ensure that scrutiny arrangements are effective and support the council's goals, through constructive challenge and visible accountability.

Following a recommendation in SCC's external corporate peer review the Council engaged the Centre for Public Scrutiny to provide a comprehensive review of scrutiny and member support arrangements and to provide proposals and recommendations on where it could improve and develop the effectiveness of scrutiny.

The review also takes into account the recently published government [MHCLG] guidance on Overview and Scrutiny in Local Authorities [May 2019]. CfPS were closely involved in this guidance and were therefore able to include it in the review prior to its official publication.

CfPS is the leading national body promoting and supporting excellence in governance and scrutiny. Its work has a strong track record of influencing policy and practice nationally and locally. CfPS is respected and trusted across the public sector to provide independent and impartial advice.

CfPS is an independent national charity founded by the Local Government Association [LGA], Local Government Information Unit [LGIU] and Chartered Institute of Public Finance Accountants [CIPFA]. Its governance board is chaired by Lord Bob Kerslake.

Review process

This review considered the following:

Review of the arrangements to support members, governance and scrutiny.

1. Scope

1. Members, meetings and agendas:

Are there barriers to member engagement, is there a shared understanding of scrutiny's mission? How are meetings structured, chaired, supported and attended? What is achieved? Are agendas focused? Are they balanced or cluttered, indulgent or objective?

2. Structure and work programming:

Are the scrutiny committees able to offer effective scrutiny across the council? Are committee work plans aligned or are there gaps, overlaps and is the workload spread as evenly as possible? Are work plans strategic and focused on achieving positive outcomes? Are they affiliated to the corporate plan and its delivery? Are they prioritised and able to show a value contribution?

3. Support and resources:

How effectively are members supported in their community roles and how does this provide adequate insight into public concerns and issues that supports the work of scrutiny. How well do officers (not just scrutiny officers) support the work of scrutiny? How embedded is scrutiny in policy development, budget and MTFS planning?

4. Relationships, behaviours and culture:

Are relationships between executive and scrutiny mature and based on trust? Is there good, robust challenge. Are there points of unnecessary conflict or tension? Can executive and scrutiny openly share. What are officer and scrutiny relationships like? Is scrutiny getting the best out of both executive members and officers?

5. Member skills and development opportunities

Is there a reasonable spread of interest, experience and ability across committees? What are the specific gaps in skills, knowledge and experience? How can members support themselves and each other?

6. Contribution, performance and value-adding:

What difference is scrutiny making, how does it contribute to council improvement, council performance, service delivery and improved outcomes for Somerset.

7. Improvement programme:

How can scrutiny achieve more? What needs to change culturally and structurally to make it happen. What part can stakeholders, scrutiny members, chairs, cabinet members, Leader and CEO team play in effecting and supporting change and improvement?

8. Working with and scrutiny of partners:

This review did not include within its scope scrutiny of partner organisations. However, this is an increasingly crucial area for scrutiny activity. Partnerships are wide and varied including health and care strategic integration arrangements, health providers, public protection services and many other public and private sector providers. This review reinforces the importance for effective scrutiny in these areas.

2. Methodology

Desk study of meetings, agendas, constitution and other relevant reports and documents

Desk study of documentation and material produced by other councils (to be selected to allow for comparison of different elements of Somerset's business and governance model)

On-site meetings with officers and members to gather evidence and information on the strengths and weaknesses of the current arrangements

Short interviews (in person or by phone) with scrutiny chairs and vice chairs, Leader and DL, Cabinet Members, and opposition spokespeople, previous chairs, and committee members.

Member on-line survey to capture the views of all council members.

Observations of the scrutiny process including meeting management, involvement and conduct. The review observed meetings of the three main scrutiny committees.

3. Workshop

CfPS will present its findings and recommendations to a workshop for members and officers.

Summary of findings

1. Overall assessment:

1.1 Overall the council has demonstrated an ongoing commitment to scrutiny in terms of the creation and focus of committees, the level of activity undertaken, and time and resource dedicated across the organisation.

1.2 There is a clear realisation and commitment from members and officers that scrutiny could be more effective and productive. The majority of those interviewed welcomed the opportunity to make changes and improvements.

1.3 There is good support from the democratic services team which is recognised by scrutiny members and from the council's political and officer leadership to support change to enable improvement to happen.

1.4 From its current base there is a good platform from which scrutiny can successfully develop.

1.5 There have been 24 responses to the on-line member survey on scrutiny (41%). A full analysis of responses will be included in the draft report.

2. Findings assessments:

2.1 We found a consistent view that scrutiny is not adding value in the way it currently operates. This is negatively impacting on the 'return' the organisation gets from its investment in scrutiny. Officer support and engagement is effective and the commitment from chairs and vice-chairs overall is good.

2.2 A consistent clear understanding of the purpose, role and responsibilities of scrutiny is lacking across the organisation. There is also a weak appreciation of how scrutiny adds value as part of a whole council function.

2.3 The principle of democratic accountability is not being adequately applied. Political decision-makers are not sufficiently held to account and are frequently absent from scrutiny meetings when items on their portfolio are discussed. A key function of scrutiny is holding to account. However, scrutiny meetings do not appear to be organised to allow transparent challenge and accountability to take place. Officers instead are often providing a briefing and Q&A sessions for scrutiny.

2.4 More pre-scrutiny of forward plans and decisions would engage scrutiny in real shaping and value-based activity. There is scope for more of this to be included.

2.5 We acknowledge that there appears to be a lot of scrutiny activity happening – 3 committees, each meeting 10 times a year, usually with full agendas. These need significant financial investment of resource from the council both in officer and member time. But it is difficult to quantify its positive contribution to the council's decision-making, strategic goals and priorities. We also recognised that the scrutiny function continued with significant activity in 2018/19 - a time when the Council faced financial challenges and essential transformational work.

2.6 The scrutiny work programme is fairly static and often repetitive, wide-ranging and can lack focus or alignment with the council's strategic plans or key high impact or high value issues. Few people were able to evidence examples where scrutiny had led to a specific beneficial outcome, influenced or improved council outputs.

2.7 Scrutiny itself is predominantly committee-based, there was talk of positive engagement in task and finish groups, but the vast majority of scrutiny takes place in meetings. Here there are too many examples of officer information sharing and members clarifying rather than specific issues being explored and recommendations made.

2.8 Scrutiny could benefit from additional officer capacity to advise and support. This should not be used to allow more activity, but to support and advise scrutiny on objective setting, work programming, increasing productivity, supporting task and finish work, policy support and improving outcomes. There is some member concern that there is a lack of capacity in the Democratic Services Team. New government guidelines draw attention generally within councils to resourcing weaknesses.

2.9 Overall there is a lack of basic scrutiny standards applied in relation to the structure and layout of meetings; who asks questions, how officers and members are questioned, and actions/ recommendations are agreed. From a visitor or public perspective, it is also difficult to work out who is sitting round the table. As an alternative there could be set seating positions for scrutiny members, cabinet members and their support officers, scrutiny and governance officers and identification made clearer.

3.0 For some, there is a view that scrutiny has lost of its independence and become too politically influenced in the way that it operates.

3.1 An acceptance of officer presentations, an inability to dig deeper and investigate led to descriptions of the scrutiny experience as being 'an easy ride', and frustrations that obvious areas of concerns are not picked up or reacted to or followed up.

3.2 It is suggested that scrutiny is lagging behind, as Somerset continues at pace to transform how it operates. There is a risk that a significant gap in the organisation's governance/oversight framework expands and becomes a significant organisational weakness

3.3 Scrutiny of partner organisations has begun to develop in recent years and although we were unable to observe this, there is a growing appetite across the 3 committees to engage key partner organisations such as health, public safety, transportation providers and others. It is clearly in the interests of the council to improve outcomes for Somerset's communities to develop and extend this external scrutiny further.

3.4 There is a challenge that member substitutes at meetings make it more difficult to create a team environment and approach to agreeing lines of inquiry etc. Potentially it may help to remove this rule and expect consistent attendance.

3.5 Query the value of public questions at the scrutiny committee, both from a public perspective and contribution to scrutiny. As a principle this approach is good practice but in practice it was difficult to see how this approach resulted in a positive experience for the public (compared to other ways to engage) and contributed to effective scrutiny of specific topics.

3.6 There is currently a limited used of independent co-opted members by scrutiny. By using co-opted members scrutiny could gain significant additional skills, insight and capacity particularly in specialised areas. The latest Statutory Guidance on Overview and Scrutiny indicates the potential to increase representation beyond Children & Families to improve the skills and experience available to the committee. The use of independent technical advisers as co-opted members on specific areas of scrutiny and partnership scrutiny work could be an exciting and bold way to add more capacity.

Member survey highlights

There were 24 responses to the on-line survey making the sample large enough to be reasonably representative.

A majority of councillors (65%) agreed that scrutiny was either effective or very effective, which was not supported in the interviews and evidence gathered by the CfPS review

Appendix A . Report on the survey results

Recommendations

1. Scrutiny members, Cabinet and SLT conduct an exercise to clarify the role and purpose for scrutiny. We would recommend that the MHCLG Guidance on Culture is used as a set of principles to consider in this exercise. The guidance covers:
 - Recognising scrutiny's legal and democratic legitimacy
 - Identifying a clear role and focus
 - Regular engagement between scrutiny and executive [cabinet]
 - Managing potential disagreements
 - Providing necessary support
 - Ensuring impartial advice from officers
 - Communicating scrutiny's role within the council
 - Embedding scrutiny with the whole council
 - Ensuring that scrutiny has an independent mindset
 - Consider the use of independent co-opted members to add independent expertise and insight
2. Move towards a more agile and potentially productive scrutiny structure. This could be achieved by reducing the number of meetings. Additional capacity and scope could be achieved through task and finish groups. These T&F working groups, however, should be tightly managed to ensure their scope timescale and value contributions are clear. They should be limited in number to ensure that their demand upon resources and officer support capacity is measured and commensurate with the return on the investment of time and resource involved.
3. Cabinet members need to be more visibly accountable to scrutiny. All scrutiny meetings should include the relevant Cabinet Member or Leader as the main focus/witness of scrutiny. Cabinet members are accountable for their portfolios and should be prepared to attend, present and answer policy-related questions. Officers should be present as technical advisors. This will provide transparent, clear visible accountability of political decision-makers.
4. Political group influence through pre-meetings or advice to chairs can cause scrutiny to lose its impartial role and independent mindset which is crucial for effective and objective scrutiny. We recommend that scrutiny operates totally in public and any political pre-meetings avoided.

-
5. Review approach to work planning, agenda setting, meeting preparation. Scrutiny work programmes should avoid repetitive reporting, 'for-information' items or general presentations and reports to which scrutiny can add only minimal value.
 6. Scrutiny meetings should try to aim for a maximum of two agenda items per meeting and design meetings to have clear lines of enquiry and objectives. This would provide scrutiny to engage more thoroughly and productively.
 7. Scrutiny should develop a clear methodology in the creation of work programmes to ensure that it segments and prioritises and aligns with the council's plans and goals. This should be member-led and in consultation with cabinet.
 8. The layout of the meeting room should make it clear through allocated seating and name plates the roles of participants and attendees. It is particularly important to be able to differentiate who is being scrutinised and who is scrutinising. And to make a clear distinction between politicians and officers or witnesses.
 9. The involvement of the public should be reviewed. This could include a public question-time at each meeting, seeking public and wider community input into work programmes and consideration of broadcasting meetings through visual or audio means. There are a number of councils that have developed broadcasting techniques to make public access available.
 10. Many members expressed a gap in their knowledge and skills relating to scrutiny and would value training and development. Our assessment suggests that general training of the essential principles and practice of scrutiny, questioning techniques and work programme planning were of particular value.
 11. To lead change and improvement some tailored coaching/mentoring for individual chairs would be beneficial.

Acknowledgments and thank you

1. The Centre for Public Scrutiny (CfPS) was commissioned by Somerset County Council to advise and support an internal review on the effectiveness and impact of their current approach to overview and scrutiny.
2. The review was conducted on-site on in April 2019, with subsequent further desk research.
3. We would like to thank those elected scrutiny Members, Executive Members, and Officers who took part in interviews, survey and observations for their time, insights and honesty.

Appendix A – Survey Results

See attachment

Appendix B – Evidence gathering

Somerset County Council – Scrutiny Review – April 2019

Appendix B

Engagement schedule

Interviews Schedule
Jamie Jackson Deputy Strategic Manager Democratic Services
Sheila Collins, Director of Finance and 151 Officer
Scott Wooldridge – Monitoring Officer
Cllr Jane Lock, Leader of the Opposition and Children and Families Scrutiny Committee Member
Cllr Frances Nicholson, Cabinet Member for Children and Families
Pat Flaherty, Chief Executive
Stephen Chandler, Director of Adult Social Services, Lead Commissioner Adults and Health
Cllr Liz Leyshon, Deputy Leader of the Opposition and Place Scrutiny Committee Member
Cllr Hazel Prior-Sankey, Chair of Adults and Health Scrutiny Committee
Leigh Redman, Leader of the Labour Group and Chair of Children and Families Scrutiny
Cllr John Hunt, Independent Group Leader and Member of Place Scrutiny Committee
Paula Hewitt, Lead Director for Economic and Community Infrastructure & Director of Commissioning
Michele Cusack, Operations Director for Economic and Community Infrastructure
Julian Wooster, Director of Adult Social Services, Lead Commissioner Adults and Health

Scrutiny Committee Observations
Scrutiny for Policies and Place Committee
Scrutiny for Policies Adults and Health Committee
Scrutiny for Policies Children and Wellbeing Committee

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Draft

West Somerset Opportunity Area

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Contact Details: JARidge@somerset.gov.uk

Cabinet Member: Frances Nicholson; Children's and Families

Division and Local Members: Cllr Mandy Chilcott – Minehead; Cllr Hugh Davies – Watchet and Stogursey; Cllr Frances Nicholson - Dulverton and Exmoor and Cllr Christine Lawrence - Dunster

1. Summary

- 1.1. The Opportunity Area Programme is a key part of the Education Secretary's priority of tackling social mobility, and improving opportunities for young people across the country. Twelve areas with both poor social mobility and schools that face challenges, will receive a share of £72 million to boost opportunities for young people in these communities.
- 1.2. The areas chosen were amongst the weakest in both the 2016 Social Mobility Commission's index, and the Department for Education's data on school standards and capacity to improve. West Somerset was 324th out of 324 Council areas in the social mobility index in both 2016 and 2017.
- 1.3. The original plan was published in October 2017 by the DFE working across business, education and community to create and maintain more opportunity for our young people. It is important that this is a community wide initiative, supported by Early Years providers, Schools, Colleges, Businesses, The Voluntary Sector, Health, Council services, and most importantly young people and their families. The programme runs to March 2020, with a detailed delivery plan for 2018/20.

Key Challenges for West Somerset

The initial work identified the key challenges as:

- The geography – rurality and connectivity.
- Ageing population – an older demographic (av. age 54 years) and comparatively fewer opportunities for young people.
- Low aspirations among young people and disadvantaged families.
- Low wages and a high incidence of seasonal, part-time and low-skilled employment.
- The need to accelerate early years development.

- Access to Child care
- Narrowing the gap in educational attainment between FSM children and the rest of their peer group.
- Complex Accountabilities for Education provision across Trusts and Local Authority Schools.
- Access and Transport
- Lack of access to post 16 training and apprenticeships
- Sparsity of population – unviable service provision despite the need.

1.4 This paper outlines what constitutes Social mobility and considers the lessons learnt from the two years of the opportunity area, and the legacy planning once the Opportunity area comes to an end in March 2020.

2. Issues for consideration / Recommendations

2.1 Members are asked to note the issues initially targeted for development across West Somerset and the performance of the West Somerset Opportunity Area so far.

2.2 Members are asked to comment on the planned development of the legacy for the West Somerset Opportunity Area

3. Background

3.1 What is Social Mobility

Social mobility is overseen by the Social Mobility Commission. It is about ensuring that everyone has the opportunity to build a good life for themselves regardless of their family background. In a socially mobile society, every individual has a fair chance of reaching their potential. But in today's Britain, where you start from has a big influence on where you end up. Indeed, for young people it seems that the link between demography and destiny is becoming stronger rather than weaker. But Britain's social mobility problem is not just one of income or class background. It is increasingly one of geography. The Social Mobility Commission report that there is a stark social mobility postcode lottery, where the chances of someone from a disadvantaged background getting on in life is closely linked to where they grow up and choose to make a life for themselves. The Social Mobility Commission has focused on

the place-based social mobility lotter ranking all 324 lower-tier local authorities according to 16 social mobility indicators.

- 3.2** The Social Mobility Index, which is at the heart of this report, provides a unique picture of England’s social mobility problem at the local level (see Figure 1.1 and Table 1.1). It builds on the initial version of the index that we published in January 2016.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/662744/State_of_the_Nation_2017_-_Social_Mobility_in_Great_Britain.pdf

- 3.3** West Somerset is 324 out of 324th with Weymouth and Portland 322th; whilst Westminster, Kensington and Chelsea and Tower Hamlets are the top three Council areas for Social mobility.

The overall picture is complex, but the broad patterns are clear. London (and the commuter belt areas around it) is advantaged compared with the rest of the country. If you live in isolated rural and coastal towns and former industrial areas feature heavily as social mobility cold spots. Young people growing up in these areas have less chance of achieving good educational outcomes and often end up trapped by a lack of access to further education and employment opportunities.

The table below considers the five district Councils in Somerset.

State of the Nation 2017 – Social Mobility Commission

Performance of District Council areas against social mobility indicators.

Statement	West Somerset	Taunton	Sedgemoor	Mendip	South Somerset
All Performance	10% No 1 324 th	40-50%	30-40%	30-40%	30-40%
Early Years Performance	10% No 1 324 th	20-30%	40-50%	10/20%	30-40%
Schools Performance	40-50%	40-50%	30-40%	60-70%	60-70%
Youth Performance	30-40%	60-70%	20-30%	50-60%	20-30%
Working Lives Performance	10% No 1 324 th	40-50%	10-20%	30-40%	30-40%

Under 10% of Authorities'	10% to 20%	20.1% to 30%	30.1% to 40%	40.1% to 50%	50.1% to 60%	60.1% to 70%	70.1% to 80%	80.1% to 90%	90.1% to 100%

It is noted that from the 1st April 2019 West Somerset and Taunton Deane

Councils now form one Council. It is likely that the data for 2019 will move the whole area to the 40 to 50%, reducing the spotlight on the significant need in West Somerset.

Rural and coastal areas also suffer from poor connectivity by transport, so restricting opportunities still further. The residents of coastal areas, which make up over a fifth of England's local authority areas, experience extremely poor outcomes for social mobility. Over a quarter of these areas are social mobility cold spots and only 6 per cent are social mobility hotspots. One explanation for this is that many parts of the coast suffer from poor transport links, both in terms of public transport and roads. Young people then have limited post-16 opportunities – many of the worst-performing areas are about an hour each way from the nearest university by public transport – and often even further from a selective university. With the exception of Copeland and Suffolk Coastal, all coastal areas are in the bottom decile for working lives. This conclusion is supported by recent analysis, which found poorer outcomes in work for coastal residents including higher rates of low pay and more unemployment. Economic growth also tends to be weaker in coastal communities, compared with other parts of Great Britain.

3.4 What is the Opportunity Area Programme?

West Somerset will receive up to £5.4m over three years as part of the DfE flagship policy to drive up social mobility. One of twelve Opportunity Areas, located across England, to benefit from local initiatives that bring together local stakeholders to deliver tailored solutions to the area's problems. Each OA has a published plan written in collaboration with the DfE, local authorities, charities, businesses and other delivery partners setting out the key priority areas. The West Somerset plan had four priorities with a fifth added after year one. This is the final year of expenditure however the DfE have agreed to activities continuing till the end of August 2020.

3.4.1 Priority one: Early years

West Somerset was 324th out of 324 for the Early Years indicators.

In 2014 in West Somerset only 30% of disadvantaged five-year-olds reach a good level of development. Appendix 1 Details the Early years settings and schools in West Somerset.

The programme was devised by local stakeholders, including settings, The Voluntary Sector, Public Health Somerset County Council Advisers, and Sector leads. It concentrated on improving maternal health, speech language, special educational needs and the overall quality of the provision within West Somerset.

The programme developed the established cluster model where settings worked together, this is now being rolled out across the county.

The programme brings together the voluntary sector, health and early years settings. Working with Home start funding their "Bump start" programme and Clowns facilitating holiday activities we have seen improved access to a number of activities outside of early years settings. Programs within the settings including "Healthy movers" ([Healthy Movers YouTube Video](#)) delivered by the Youth Sports Trust and Speech and Language programs delivered by ICAN supported children develop their speech and language. This has further been supported by children and the families enjoying performances by "Hopping

higher” (<https://takeart.org/news/take-art-brings-amazing-theatre-experiences-to-hundreds-of-young-children-in-west-somerset>)

The programme has funded additional health visitor time to ensure the correct assessment of young people’s ability is in place between health and education.

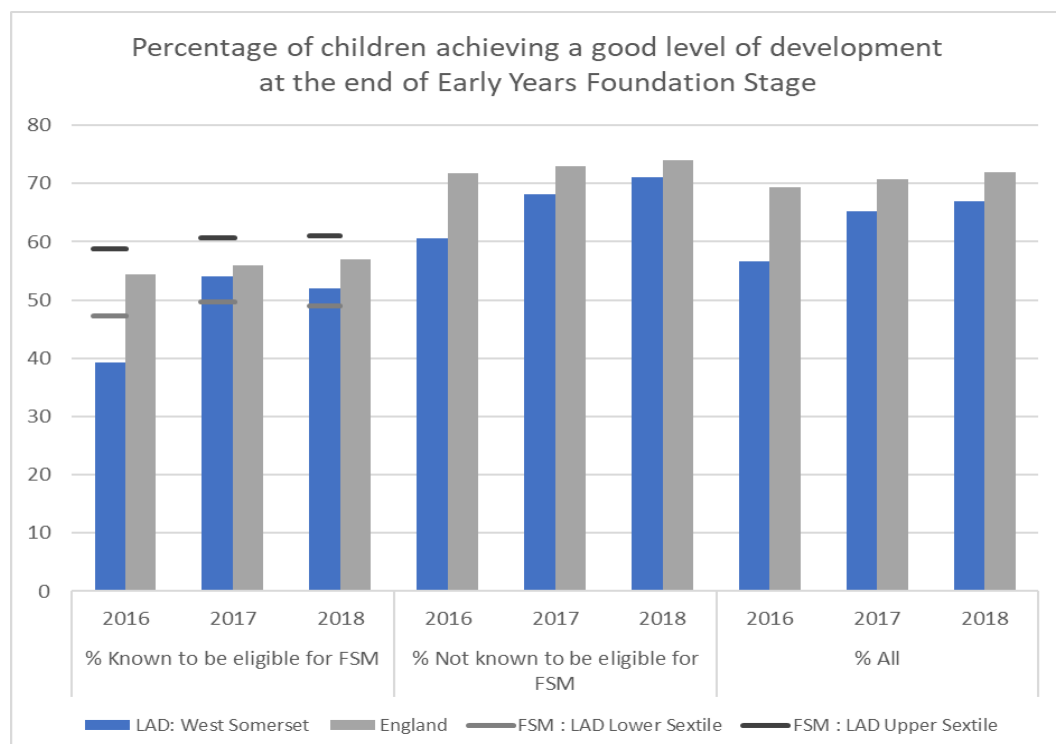
The challenge for many settings is the low number of pupils available within the community compared with the optimum number required for a financially viable early year setting.

The key measure is Good Levels of Development which is recorded following the reception year in school prior to the start of priority one.

Our targets are:

- Increase the proportion of children achieving a **good level of development** at the end of the early years foundation stage to at least 70%, so that it is above the national average.
- Increase the proportion of **fsm** children achieving a **good level of development** at the end of the early years foundation stage, so it is above the current national average.
- Increase take up, so that at least 80% of disadvantaged **two year olds access early education**, which is well above the current national rate of take up

Good level of development is assessed at the end of the Early Years Foundation Stage. Our results are rising steadily. In 2018 gap between West Somerset and England average was closing.



The provisional, unpublished results, for 2019 show even more significant improvements and this element of the programme is on course to exceed its targets.

This priority supports The Somerset Plan for Children, Young People and Families 2019 2022 “Great Education”

3.4.2

Priority two: Excellence in the classroom

There are 18 schools across a three-tier system and the upper school has sixth form. There are 3000 pupils and all but two school is good or outstanding. Key stage 2 results are low, particularly for disadvantaged boys. . Appendix 1 Details the Early years settings and schools in West Somerset.

West Somerset is predominantly a three-tier system, with transfers halfway through key stage 2 from the first to the middle schools where the key stage 2 tests are taken, and with a second transfer partway through key stage 3. There is substantial research about the benefits or not of the three-tier system, and this program agreed the outset to focus on improving teaching and learning regardless of the school system. It is noted that due to the number of academies the school system is the responsibility of the Academies. The key concern was the low level of key stage 2 results especially for pupil premium children. The improvement programme was designed by local head teachers with support from the Regional Schools Commissioner, Somerset County Council advisers, and the West Somerset Research school who have supported evidence-based approaches promoted by the Education Endowment Fund. The programme is focused on improving literacy predominantly with Read Write Inc, maths with Boolean maths, Leadership training, SEND with Inclusion expert and support for pupil’s mental health.

The plan has focused on improving teaching and learning for all pupils with the expectation that this will also increase standards for pupil premium children. The programme is also planning to support improving transitions with an increased knowledge of the curriculum across phases and plans for vulnerable children.

West Somerset schools have seen significant change during the first two years of the Opportunity Area with a reduction in the number of head teachers and the majority schools having new head teachers.

The challenge for some West Somerset schools is the low population numbers in the villages mean that it is not possible to have the optimum number of pupils in each school.

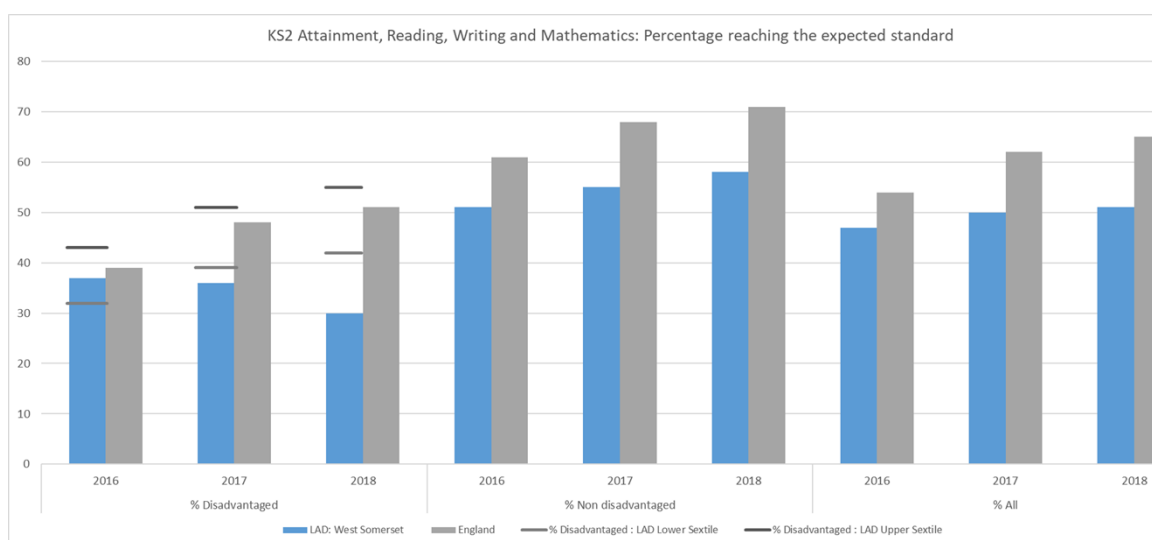
The programme is also focused on improving life opportunities for Vulnerable pupils. We have worked in partnership with the Voluntary Sector, including Minehead Eye and Lifebeat <https://lifebeat.uk/somerset/> to provide staff to support young people in and out of school.

This priority supports The Somerset Plan for Children, Young People and Families 2019 2022 “Great Education” and “Healthy lives”

Our target is:

- At least 85% of children will meet **the expected standards in phonics** in all schools in West Somerset. Based on current numbers this would mean up to 30 more children reaching the standard
- The proportion of children reaching the **expected standard in reading, writing and maths outcomes at key stage 1** will put West Somerset in the top half of the country, and the attainment gap between disadvantaged pupils and all pupils will be half what it was in September 2017
- expected standard in **reading** outcomes at key stage 1 **reading** outcomes at KS1 attainment gap between disadvantaged pupils and all pupils
- expected standard in **writing** outcomes at key stage 1 **writing** outcomes at KS1 attainment gap between disadvantaged pupils and all pupils.
- expected standard in **maths** outcomes at key stage 1
- Outcomes at **key stage 2 will be in the top half of the country** and we will close the gap in West Somerset between disadvantaged pupils and all pupils s for key stage 2

Key Stage 2 results



While standards are improving overall the results for pupil premium pupils are not improving as yet. There is a risk that we may not meet our targets.

3.4.3

Priority three: Transition to adult hood

Disadvantaged young people find themselves trapped as they have limited access to education employment opportunities and lack the means to move home or travel to access them. Nationally those who face the biggest barriers to success are disadvantaged youngsters and very hard to reach the sparsely

populated areas. Indeed, nine of the 10 worst performing local authority areas are poorly connected (often coastal) and sparsely populated. In such areas, disadvantaged youngsters not only have fewer local services, but also received less support from universities and other third sector organisations. The problem is not just travel time. Remote schools often have too few low-income pupils to be eligible for outreach from employers or universities – meaning that people slip through the net. Isolated rural areas also suffer from weaker partnerships between local organisations – due to the distance between them local authorities and other stakeholders in rural or isolated areas need to make more consistent action to improve access to opportunities stop this can involve better transport links, better systems to ensure rural schools receive outreach and service providers, and better connection between school's charities universities and businesses. Local enterprise partnerships, or universities are well-positioned to leave such efforts. Rural isolation can have major consequences for youth social mobility, as it limits access to further education, higher education, and a range of inspiration and support activities from employers, universities and charities. In remote rural and coastal areas, disadvantaged young people are half as likely to gain two or more A-levels (or equivalent qualifications) and half as likely to enter university as those in our country's major cities. There are six local authority areas in the country where just 9 to 11 per cent of disadvantaged young people go to university – less than half the average rate. In West Somerset, the percentage of all pupils who went on to University at the end of Key Stage 5 was only 26% compared to 49% nationally.

4% of West Somerset students move on to apprenticeships, half the national average.

The programme has looked at how to bring back vocational training to West Somerset, along with improving the A-level offer. With the support of a number of DFE initiatives a substantial commitment has been made to introduce West Somerset students to the world of work.

Short-term targets for the programme have seen the return of catering, construction and hairdressing to the college and a more than doubling of the number of students staying take A-levels.

The challenge of the college, is the low population numbers in West Somerset compared with the optimum numbers required to deliver post-16 learning.

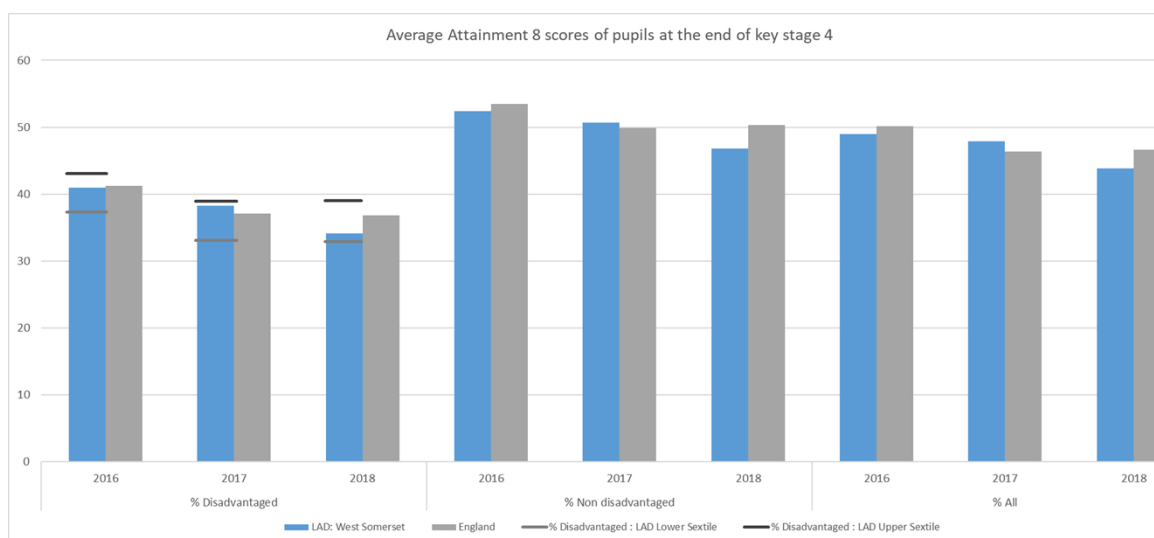
The programme had no key stage 4 targets as a college was performing well.

Our target is:

- We will increase the percentage of young people achieving **level three qualifications such as A levels, at age nineteen** and close the gap between **West Somerset and Somerset** in both academic and vocational qualifications. By 2020/21 we want achievement in West Somerset to equal the strong results already being achieved in the **best performing parts of Somerset**
- Level 3 by age 19 through **Academic** qualifications
- Level 3 by age 19 through **Vocational** qualifications
- All young people leaving West Somerset College will go **onto further education, employment or training**

- The proportion of young people **progressing to higher education** will put West Somerset in the top half of the country
- We will increase apprenticeship starts so **start rates are as high**, or better than, the rest of Somerset and so completion rates are as high, or better than, the rest of Somerset.

KS4 results



The West Somerset college its standards at key stage 4 are strong.

Numbers enrolled in year 12 (sixth form) at the College have risen by a 131% from 48 in 2017/18 to 111 in 2019.

Also we are seeing strong improvements in A level results, A*/A have doubled from 8% in 2017 to 16% in 2019, and A*/B from 21% in 2017 to 31% in 2019.

3.4.4 Priority 4: Business and enterprise

In West Somerset there are limited business networking opportunities as Minehead and the wider West Somerset area did not have a strong local Chamber of Commerce but as part of the OA we are developing an employer forum, led by Jim Whittaker of Channel Training.

The Education Business Partnership has to date engaged 21 businesses with a presence in West Somerset in careers inspiration activity. We have also engaged businesses from Bridgwater and Taunton with activity in West Somerset. It is recognised in West Somerset that the majority of businesses are

small and therefore difficult for them to engage in a similar level of joint working with schools. The Programme created by local stakeholders, including West Somerset council now Somerset West and Taunton, businesses, training providers, in the current development had four key priorities.

In areas of depopulation, strategies that build businesses and encourage young people that there are options locally to earn a living seem to be most effective.

The depopulation is most keenly felt on Exmoor particularly around the hinterland of Dulverton.

Priority five: Enablers

- 3.4.5** It is recognised that there are some constraints beyond education for the young people West Somerset, including transport, digital connectivity and participation. This are similar findings to other rural and coastal communities.

The programme has explored whether new ways of working across West Somerset can enable our young people to participate in education employment training.

Digital

Our libraries, Minehead, Porlock, Dulverton, Williton and Watchet have supported the programme of a number of initiatives which enable young people to access digital technology and homework club's locally. The Onion Collective is supporting young people develop digital skills outside of school.

Transport

Transport the post 16's the West Somerset is very challenging due to the limited number of buses, bus timetables and the lengthy journeys. This affects the ability of young people to go to college, attend social events or employment opportunities such as apprenticeships. The programme is funding initiative with Somerset community council for a "transport agent" to work to find local solutions and in time will use the new developed county council total transport app which is designed to marry the need for transport with transport available within the community.

We also noticed the effect of the changes to driving licence requirements in that all persons under the age of 35 now have to have additional training to be able to drive minibuses. This reduced the opportunity for teachers to driving people to collaborative and sporting events. The fund is paying for 45 teachers and members of the community under 35 to qualify to drive minibuses.

Working in conjunction with the Somerset Road safety we are also looking at how to support young people pass their driving test as quickly and as economically as possible.

Capital Investment

It is noted that within the community, funding has previously been awarded to support buildings to meet the needs of local people. However due to low population numbers the revenue streams have not been in place to sustain them. In a number of assets across West Somerset that require different

business models to ensure their effective use. Where this is the case the project is exploring different business models utilise them to their full potential.

Holiday Clubs

There is a lack of child care and holiday clubs in West Somerset which makes it harder for parents in West Somerset to work. However there is a strong voluntary sector organising events across the community. The programme has funded a coordinator to market and promote the activities within the community so that they are well supported. Where there is no provision the project has explored a number of new models. One model has been busing young people from communities without child care to Kilve Court for activities which has been successful.

Food

Within the project we have been approached by Fare share, a national Bristol-based charity to provide food to community groups. During the last two years we have provided food at Christmas and during the summer holidays where families who benefit from free school meals during term time struggle with the additional costs of feeding their children. This is proven that sadly there is a need and that fair share is a very efficient and effective partner to work with. As a result, lessons learnt were looking to roll this out across the rest of the authority.

Participation of young people

The programme has engaged youth sports trust to undertake a research project to understand the challenges facing young people participating in activities outside school.

This priority supports The Somerset Plan for Children, Young People and Families 2019 2022 “Positive Activities”

5.0 Review: What has this opportunity area done for West Somerset?

West Somerset Opportunity area has enabled key strategic leads to consider the data and needs of West Somerset focused on one place rather than looking at data for a wider area. It has facilitated a wide variety of organisations working together across the five priorities.

5.1 The opportunity area has identified within West Somerset

- The power and energy of the community with capacity to help children and young people
- Partnership working including improved joint working between agencies.
- Joint identification the issues facing community - lack of post-18 training opportunities, transport, data and services

- Significant community resources which are underused due to revenue funding challenges.
- Joint problem-solving beyond schools
- Willingness the community to offer its resources to work with young people
- National Collaboration Outreach project working with Careers and Enterprise Company to develop aspirations and help young people plan their post-16 and post-19 progression routes
- Small businesses with limited capacity to support Apprenticeships but a keenness to help develop skills.

5.2 The Opportunity Area is benefitting from interventions which include:

- Voluntary groups working with parents
- Focusing on early years development
- Locally-based training
- Training Teaching Assistants
- Review of SEND and SEND provision
- Professional training opportunities for teachers
- The national programmes supporting early years and local schools.
- Local Employment engagement
- Improved partnership working.

5.3 Following the first two years of interventions by the OA there are still areas for improvement including:

- learners experience to be consistent, transition to be effective and not the cause of delayed progress.
- Academies collaborating across their communities.
- Capacity issues in small schools and making the programme offer work for them
- Improved joint working between community services for adults and those for young people
- Access to opportunities locally, transport and data
- Support for business

6.0 Legacy planning.

The ambition for the legacy is that the benefits realised in the OA are inherited by local partners and stakeholders and shared more widely to improve outcomes of young people in rural and coastal districts.

It is important that the OA delivers degree of sustainability with the effects and

positive changes be maintained and normalised for West Somerset.

The original vision for West Somerset was

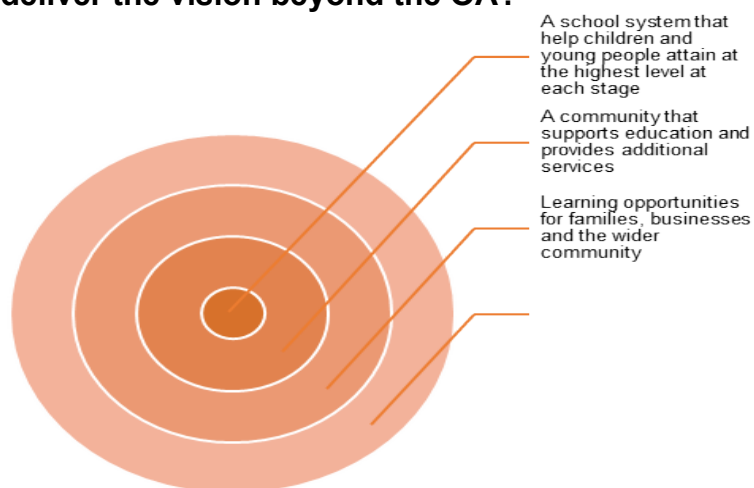
“Our vision is to create a culture where all children West Somerset have the best opportunities to learn, achieve and gain worthwhile and progressive employment. We want to change attitudes to learning within families, achieve it a shift in how education is viewed in the area and to create enduring bonds between, enterprise and education”

WSOA delivery plan, October 2017

Our programme board (appendix 2) made up of stakeholders across the community and from a number of sectors has demonstrated that by having a greater understanding of each other’s needs and offers that synergies and improvements can be achieved.

We believe going forward that this partnership working is fundamental to maintaining the momentum.

How can we deliver the vision beyond the OA?



Alternatively, linked and overlapping actions that have a common purpose of achieving the vision.



The legacy work so far has looked at the impact of the OA interventions, the risk of not being sustained, along with the challenges of sustaining that impact. A legacy plan is required to take on the work when the programme comes to a conclusion at the end of August 2020.

Strategically we have been working with a number of partners including:

Somerset Community Foundation, The Regional Schools Commissioner, Somerset West and Taunton, The Voluntary Sector as well as the Education sector to identify the elements for the programme which need to be secured to ensure the future legacy of the programme. In our final year we are proposing systematic legacy planning approach, with three key elements:

- Project level sustainability
- Priority working groups developing legacy plans which identify future goals and alternative funding routes if the work is to remain sustainable
- Strategic level planning developing working relationships to drive the improvement going forward.

It is likely that creative ways of partnership working including community interest companies and social action investment will enable the work to continue to drive standards for Somerset.

7 Consultations Undertaken

- 7.1** The DFE & Somerset County Council have worked with West Somerset District Council, early year's providers, schools, colleges, employers, the voluntary sector, and the LEP to draw together plans for the West Somerset Opportunity Area. Each priority area is led by an experienced group of local stakeholders who understand the community and can develop appropriate interventions to support the work of the opportunity area.

- 7.2** The DFE have committed to making sure that young people are at the heart of the work. The DFE will be consulting with young people building on research already commissioned from the Somerset Rural Youth Project which will examines the experiences and expectations of young people living in rural parts of West Somerset along with on line pulse surveys.
- 7.3** There are a number of surveys including one to understand the barriers facing women returning to work in West Somerset. There are also surveys for pupils and staff to monitor the impact of the work undertaken as part of the West Somerset Opportunity Area.

8 Implications

- 8.1** The activities within the plan will be funded by the DFE through a grant to Somerset County Council. The grant will be held by Somerset County Council and subject to Somerset County Council procurement rules. Somerset County Council will report to the DFE.
- 8.2** Each priority has a number of targets which the opportunity area has to achieve to improve outcomes for all learners.
- 8.3** Partners will be involved in the development of the legacy plan so they can individually and collectively consider the implications as they emerge.

9 Background Papers

- 9.1** **The West Somerset Opportunity plan can be found at:**
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/650231/Social_Mobility_Delivery_Plan__West_Somerset.pdf
- 9.2** **Data References**
Here is the social mobility data for Somerset
<http://www.somersetintelligence.org.uk/social-mobility.html>
- 9.3** **Data on all areas:**
<https://www.gov.uk/government/publications/social-mobility-index>
- 9.4** **Digital inclusion data for Somerset**
<http://www.somersetintelligence.org.uk/digital-inclusion/>
- 9.5** **West Somerset Opportunity Area Newsletters are available on the West Somerset opportunity Area web site.**
<https://westsomersetopportunityarea.co.uk/>

9.6 Note:

For sight of individual background papers please contact the report author

Appendix 1

West Somerset Schools (latest Ofsted rating and date)

All Saints, Dulverton (good 2016)
Crowcombe (good 2019)
Cutcombe (outstanding 2011)
Danesfield, Williton West Somerset Academies Trust (requires Improvement 2019)
Dulverton Juniors (good 2017)
Dunster First (good 2018)
Exford First (good 2017)
Knights Templar First (good 2017)
Minehead First West Somerset Academies Trust (inadequate 2019)
Minehead Middle West Somerset Academies Trust (good 2017)
Old Cleeve First West Somerset Academies Trust (outstanding 2011)
St. Dubricius, (good 2017)
St. Michael's First West Somerset Academies Trust (good 2019)
S. Peter's West Somerset Academies Trust (good 2017)
Stogumber Primary (good 2019)
Stogursey Quantock Academy Trust (good 2016)
Timberscombe (good 2017)
West Somerset College Bridgwater College Academies Trust (good 2016)

There are no special schools, pupil referral units, Adult training Centres or FE colleges in West Somerset.

Appendix 2

Partnership Board

A Partnership board of key local stakeholders was created to address the challenges and developed the Opportunity Area plan.

These included:

Alison Bell – Public Health, Fiona McMillan – Chair, Frances Nicholson – Somerset CC Councillor, Julian Wooster – Director of Childrens Services, Chris Booth – West Somerset DC Councillor, Melanie Roberts – Economic Development, Naomi Griffiths – Onion Collective, Paul Rushforth – West Somerset Academies Trust, Peter Elliott – Bridgwater College Academy Trust, Giles De Rivaz – Regional Schools Commissioner, Tom Thayer – EDF, Jim Whittaker – Channel Group, David Ralph – CEO Heart of SWLEP, Gregg Mockeridge – West Somerset College, Naomi Philp – Head Teacher Dunster School, Brendan Cleere – Somerset West and Taunton Council, Richards Dorney-Savage – Careers and Enterprise, Andrew Hanson – Education Business Partnership, Mark Nettle – Bridgwater & Taunton College, and Jan Downie – DfE Lead for the WSOA.

The four key priorities and areas of work

Early years: Every child has a great start in life

Improving educational outcomes: Educational excellence in the classroom

Supporting teenagers as they leave school: Transition to adulthood

[Scrutiny Report Oct 19]

Supporting the local workforce: Skills for employment and business

The four-additional cross cutting priorities were identified.

SEND, Mental Health, Access to services, and Extra-Curricular - Residentials

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Scrutiny for Policies and Place Committee Work Programme

Agenda item	Meeting Date	Lead Officer
	04 November 2019	
Revenue Budget Monitoring Report – Month 5		Elizabeth Watkin
Corporate Asset Management Plan –		S Gale/J Cooper
West Somerset Opportunities Area Update (for information)		Julia Ridge
Scrutiny Review Report		Jamie Jackson
	11 December 2019	
Revenue Budget Monitoring Report – Month 6		Elizabeth Watkin
Capital Budget Monitoring Report – Q2		Sheila Collins/Ian Trunks
Temporary Labour Contract Update		
Library Re-design Update		Ollie Woodhams/Sue Crowley

Note: Members of the Scrutiny Committee and all other Members of Somerset County Council are invited to contribute items for inclusion in the work programme. Please contact Jamie Jackson, Service Manager Scrutiny, who will assist you in submitting your item. jjackson@somerset.gov.uk 01823 359040

To add:

Registration Services Update		Genevieve Branch
SCC’s Capital Investment Strategy		Sheila Collins/Elizabeth Watkin

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Somerset County Council Forward Plan of proposed Key Decisions

The County Council is required to set out details of planned key decisions at least 28 calendar days before they are due to be taken. This forward plan sets out key decisions to be taken at Cabinet meetings as well as individual key decisions to be taken by either the Leader, a Cabinet Member or an Officer. The very latest details can always be found on our website at:

<http://democracy.somerset.gov.uk/mgListPlans.aspx?RPId=134&RD=0&FD=1&bcr=1>

Regulation 8 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 defines a key decision as an executive decision which is likely:

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

The Council has decided that the relevant threshold at or above which the decision is significant will be £500,000 for capital / revenue expenditure or savings. Money delegated to schools as part of the Scheme of Financial Management of Schools exercise is exempt from these thresholds once it is delegated to the school.

Cabinet meetings are held in public at County Hall unless Cabinet resolve for all or part of the meeting to be held in private in order to consider exempt information/confidential business. The Forward Plan will show where this is intended. Agendas and reports for Cabinet meetings are also published on the Council's website at least five clear working days before the meeting date.

Individual key decisions that are shown in the plan as being proposed to be taken "not before" a date will be taken within a month of that date, with the requirement that a report setting out the proposed decision will be published on the Council's website at least five working days before the date of decision. Any representations received will be considered by the decision maker at the decision meeting.

In addition to key decisions, the forward plan shown below lists other business that is scheduled to be considered at a Cabinet meeting during the period of the Plan, which will also include reports for information. The monthly printed plan is updated on an ad hoc basis during each month. *Where possible the County Council will attempt to keep to the dates shown in the Plan. It is quite likely, however, that some items will need to be rescheduled and new items added as new circumstances come to light.* Please ensure therefore that you refer to the most up to date plan.

For general enquiries about the Forward Plan:

- You can view it on the County Council web site at <http://democracy.somerset.gov.uk/mgListPlans.aspx?RPId=134&RD=0&FD=1&bcr=1>
- You can arrange to inspect it at County Hall (in Taunton).
- Alternatively, copies can be obtained from Scott Wooldridge or Michael Bryant in the Democratic Services Team by telephoning (01823) 357628 or 359500.

To view the Forward Plan on the website you will need a copy of Adobe Acrobat Reader available free from www.adobe.com
Please note that it could take up to 2 minutes to download this PDF document depending on your Internet connection speed.

To make representations about proposed decisions:

Please contact the officer identified against the relevant decision in the Forward Plan to find out more information or about how your representations can be made and considered by the decision maker.

The Agenda and Papers for Cabinet meetings can be found on the County Council's website at:
<http://democracy.somerset.gov.uk/ieListMeetings.aspx?CId=134&Year=0>

Weekly version of plan published on 4 November 2019

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
FP/19/07/01 First published: 2 July 2019	4 Nov 2019 Cabinet Member for Highways and Transport	Issue: Decision to extend the Term Maintenance Contract for Highways Lighting maintenance services Decision: Somerset County Council's existing maintenance contract for highways street lighting is due to end in March 2020. The contract allows for up to a 48-month extension. This decision proposes that the Council should use this option to extend the contract.	Street Lighting TMC Extension		Neil Guild, Highways Asset Improvement Officer
FP/19/09/09 First published: 17 September 2019	Not before 6th Nov 2019 Director for Economic and Community Infrastructure Commissioning	Issue: Award of contract for the provision of Somerset County Council (SCC) Hybrid Mail Decision: Approval to award the contract for the provision of Somerset County Council (SCC) Hybrid Mail	Hybrid Mail Contract Award Report		Heidi Boyle Tel: 01823 355524
FP/19/05/10 First published: 28 May 2019	13 Nov 2019 Cabinet	Issue: Q2 Performance Report Decision: To agree the report.			Simon Clifford, Customers & Communities Director Tel: 01823359166
FP/19/10/11 First published: 23 October 2019	13 Nov 2019 Cabinet	Issue: Q2 2019/20 Revenue Budget report Decision: To consider the quarter 2 revenue budget position and approve any recommendations / virements or mitigating actions			Elizabeth Watkin, Service Manager - Chief Accountant Tel: 01823359573

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FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
FP/19/10/12 First published: 23 October 2019	13 Nov 2019 Cabinet	Issue: Q2 2019/20 Capital Programme report Decision: To receive the Q2 update on the capital programme and consider any recommendations			Elizabeth Watkin, Service Manager - Chief Accountant Tel: 01823359573
FP/19/10/10 First published: 15 October 2019	13 Nov 2019 Cabinet	Issue: Treasury Management 2019/20 mid-year Report Decision: To consider this report			Alan Sanford, Principal Investment Officer Tel: 01823 359585
FP/19/08/02 First published: 20 August 2019	13 Nov 2019 Cabinet	Issue: Heart of the South West Joint Committee - Governance Arrangements & Budgetary Position Decision: To approve amendments to functions and note the updated budget position			Scott Wooldridge, Strategic Manager Governance & Risk and Council's Monitoring Officer Tel: 01823 359043
FP/19/10/01 First published: 4 October 2019	13 Nov 2019 Cabinet Member for Education and Council Transformation	Issue: Creation of New Academies in Somerset Decision: The Secretary of State for Education has directed via an Academy Order, the conversion to Academy Status for the following four schools.			Helen Waring, Commissioning Officer - Schools

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<p>FP/19/10/08 First published: 7 October 2019</p>	<p>Not before 15th Nov 2019 Cabinet Member for Economic Development, Planning and Community Infrastructure</p>	<p>Issue: Radiation (Emergency Preparedness and Public Information) Regulations 2019 Decision: To consider this report</p>			<p>Paula Hewitt, Director of Commissioning for Economic and Community Infrastructure Tel: 01823 359011</p>
<p>FP/19/09/08 First published: 10 September 2019</p>	<p>Not before 18th Nov 2019 Cabinet Member for Highways and Transport</p>	<p>Issue: Decision to accept the Heart of the South West Local Enterprise Partnership Local Growth Fund Award towards the Creech Castle junction improvements (Toneway Corridor phase 1) Decision: That the Director of Commissioning and Lead Commissioner for Economic and Community Infrastructure and Interim Director of Finance & Performance agree to accept the Local Growth Fund Award by signing an agreement with the Heart of the South West Local Enterprise Partnership.</p>			<p>Sunita Mills, Service Commissioning Manager Tel: 01823 359763</p>
<p>FP19/08/01 First published: 12 August 2019</p>	<p>Not before 18th Nov 2019 Cabinet Member for Resources and Economic Development</p>	<p>Issue: Connecting Devon and Somerset (CDS) Superfast Extension Programme (SEP) Phase 2: decision to introduce additional funding into the Lot 4 contract. Decision: To approve the introduction of additional funding into the Lot 4 Contract.</p>			<p>Katriona Lovelock, Economic Development Officer Tel: 01823 359873</p>

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FP19/07/07 First published: 23 July 2019	Not before 18th Nov 2019 Cabinet Member for Resources	Issue: Sale of The Court and Popham House property, Wellington Decision: Authority to proceed to sale of the surplus SCC Property, previously known as the Popham Court Care Home, comprising of The Court and Popham House in Wellington.			Charlie Field, Estates Manager, Corporate Property Tel: 01823355325
FP19/07/14 First published: 31 July 2019	Not before 18th Nov 2019 Cabinet Member for Resources	Issue: Sale of Morgan House site, Bridgwater, including former library office. Decision: Authority to proceed to sale of the surplus SCC Property, namely the Morgan House Site, Bridgwater, including Bridgwater library offices			Charlie Field, Estates Manager, Corporate Property Tel: 01823355325
FP/19/07/06 First published: 22 July 2019	18 Nov 2019 Cabinet Member for Education and Council Transformation	Issue: Creation of New Academies in Somerset Decision: The Secretary of State for Education has directed via an Academy Order, the conversion to Academy Status for the following schools.			Elizabeth Smith, Service Manager – Schools Commissioning Tel: 01823 356260
FP/19/07/11 First published: 30 July 2019	18 Nov 2019 Cabinet Member for Children and Families	Issue: Approval of Somerset Youth Justice Plan 2018/19 Decision: Approval of Somerset Youth Justice Plan 2018/19			Lise Bird, Strategic Manager - Prevention,

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FP/19/04/13 First published: 29 April 2019	Not before 18th Nov 2019 Cabinet Member for Economic Development, Planning and Community Infrastructure	Issue: Decision to appoint a contractor from a framework for the delivery of the Bruton Enterprise Centre Decision: To agree to appoint a supplier for the delivery of the Bruton Enterprise Centre			Katriona Lovelock, Economic Development Officer Tel: 01823 359873
FP/18/04/06 First published: 30 April 2018	Not before 18th Nov 2019 Director of Commissioning and Lead Commissioner for Economic Community Infrastructure	Issue: Procurement of the HotSW Growth Hub Service Decision: To undertake the procurement of a Business Support Service (Growth Hub) on behalf of the HotSW LEP			Melanie Roberts, Service Manager - Economic Policy Tel: 01823359209
FP/19/06/02 First published: 14 June 2019	18 Nov 2019 Director of Children's Services, ECI Commissioning Director	Issue: Approval to submit the full application for European Social Funding, under Priority Axis 1 - Inclusive Labour Markets (1.2) Decision: To consider thie report			Melanie Roberts, Service Manager - Economic Policy Tel: 01823359209
FP/19/04/01 First published: 3 April 2019	Not before 18th Nov 2019 Director of Corporate Affairs	Issue: The award of a contract for the provision of replacement end of life mobile devices & connections Decision: To approve the award of a three-year contract.	Replacement mobile devices		Andy Kennell Tel: 01823359268

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<p>FP/10/01/11 First published: 5 February 2019</p>	<p>Not before 18th Nov 2019 Cabinet Member for Education and Council Transformation</p>	<p>Issue: Bridgwater College Academy Expansion - Funding Decision: To agree funding as required</p>			<p>Elizabeth Smith, Service Manager – Schools Commissioning Tel: 01823 356260</p>
<p>FP/18/11/10 First published: 20 November 2018</p>	<p>Not before 18th Nov 2019 Cabinet Member for Economic Development, Planning and Community Infrastructure, Economic and Community Infrastructure Commissioning Director</p>	<p>Issue: Decision to approve revisions to the Connecting Devon and Somerset phase 2 deployment contracts Decision: To approve revisions to the Connecting Devon and Somerset phase 2 deployment contracts</p>			<p>Nathaniel Lucas, Senior Economic Development Officer Tel: 01823359210</p>
<p>FP/19/07/03 First published: 16 July 2019</p>	<p>18 Nov 2019 Cabinet Member for Highways and Transport</p>	<p>Issue: Implementation of New Street Works Permitting System Decision: We are responding to a request from the Secretary of State for Transport to replace our existing Street Works Noticing system with a Street Works Permitting system in line with other Highway Authorities</p>			<p>Bev Norman, Service Manager - Traffic Management, Traffic & Transport Development Tel: 01823358089</p>

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<p>FP/19/07/13 First published: 30 July 2019</p>	<p>Not before 18th Nov 2019 Cabinet Member for Strategy, Customers and Communities</p>	<p>Issue: Revision of Corporate Complaints Policy Decision: A periodical update to the Council's complaints policy. Key changes are a switch in title from a 'procedure' to a 'policy', a change in the stage 1 resolution target time from 10 working days to 20 working days and the addition of a quality control process at stage 1.</p>			<p>Rebecca Martin, Service manager- Customer Experience & Information Governance</p>
<p>FP19/10/09 First published: 14 October 2019</p>	<p>27 Nov 2019 Public Health Director</p>	<p>Issue: Approval to award the contract for the Provision of a Public Health Nursing Case Management & Information Management System Decision: Approval to award the contract</p>			<p>Alison Bell, Consultant in Public Health, Public Health</p>
<p>FP/19/03/03 First published: 26 March 2019</p>	<p>Not before 9th Dec 2019 Interim Finance Director, Director for Economic and Community Infrastructure Commissioning</p>	<p>Issue: Somerset Energy Innovation Centre (Phase 3) - acceptance of Growth Deal 3 Funding Decision: Approves acceptance of Heart of the South West Growth Deal 3 funding £2,542,755 for the development of phase 3 of the Somerset Energy Innovation Centre and approve the decision to proceed with the construction of SEIC 3</p>			<p>Julie Wooler, Economic Development & Strategic Tourism Officer</p>

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<p>FP19/09/05 First published: 3 September 2019</p>	<p>13 Dec 2019 Cabinet Member for Economic Development, Planning and Community Infrastructure</p>	<p>Issue: SCC Endorsement of the Heart of the South West Local Industrial Strategy Decision: SCC endorsement of the Heart of the South West (HotSW) Local Industrial Strategy (LIS). The HotSW LIS has been developed by the Local Enterprise Partnership in coordination with local partners and stakeholders, including SCC, and in partnership with Government.</p>			<p>James Gilgrist</p>
<p>FP/19/10/12 First published: 15 October 2019</p>	<p>Not before 16th Dec 2019 Cabinet Member for Economic Development, Planning and Community Infrastructure</p>	<p>Issue: To identify a sustainable long term location for a library in Shepton Mallet Decision: To consider the relative merits of 3 options for the location of the library and make a decision informed by the conclusions of the options appraisal</p>			<p>Sue Crowley, Strategic Manager Library Services, Community and Traded Services Tel: 01823355429</p>
<p>FP/19/10/04 First published: 7 October 2019</p>	<p>Not before 16th Dec 2019 Public Health Director</p>	<p>Issue: Changes to sexual health targeted prevention services Decision: Award of contract, additional targeted prevention services and arrangements for c-card condom distribution</p>			<p>Michelle Hawkes, Public Health Specialist Tel: 01823 357236</p>
<p>FP/19/10/22 First published: 30 October 2019</p>	<p>18 Dec 2019 Cabinet</p>	<p>Issue: Review of Scrutiny Function Decision: To consider this report</p>			<p>Jamie Jackson, Service Manager - Governance Tel: 01823 359040</p>

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FP/19/10/11 First published: 15 October 2019	18 Dec 2019 Cabinet	Issue: Management of Risk Pathway documents; Strategy, Policy and Process Decision: Approve that the Management of Risk Pathway documents are fit for purpose and allow adoption into the business			Pam Pursley
FP/19/09/13 First published: 25 September 2019	18 Dec 2019 Cabinet	Issue: Climate Change Strategy Framework Decision: To endorse the framework			Michele Cusack, ECI Commissioning Director
FP/19/10/13 First published: 23 October 2019	18 Dec 2019 Cabinet	Issue: Investment Strategy Decision: To consider a proposed Investment Strategy to support the MTFP and recommend this to Full Council			
FP/19/09/11 First published: 17 September 2019	18 Dec 2019 Cabinet	Issue: SCC Endorsement of the Heart of the South West Local Industrial Strategy Decision: SCC endorsement of the Heart of the South West (HotSW) Local Industrial Strategy (LIS). The HotSW LIS has been developed by the Local Enterprise Partnership in coordination with local partners and stakeholders, including SCC, and in partnership with Government.			James Gilgrist

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FP/19/10/19 First published: 24 October 2019	18 Dec 2019 Cabinet	Issue: Revenue Budget Monitoring - Month 7 Decision: To consider this report			Sheila Collins
FP/19/10/05 First published: 7 October 2019	18 Dec 2019 Cabinet	Issue: Annual Report of the Director of Public Health Decision: To agree the report			Pip Tucker, Public Health Specialist Tel: 01823 359449
FP/19/10/07 First published: 7 October 2019	22 Jan 2020 Cabinet	Issue: Somerset Waste Partnership Business Plan Decision: To consider this report			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
FP/19/10/10 First published: 15 October 2019	22 Jan 2020 Cabinet	Issue: Admission Arrangements for Voluntary Controlled and Community Schools for 2021/22 Decision: That the Cabinet agrees the determination of the Admission Arrangements for all Voluntary Controlled and Community Schools for 2021/22 as set out in this report.			Jane Seaman, Access and Admissions Manager Tel: 01823 355615
FP/19/10/20 First published: 24 October 2019	22 Jan 2020 Cabinet	Issue: Revenue Budget Monitoring - Month 8 Decision: To consider this report			Sheila Collins

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FP/19/10/22 First published: 29 October 2019	22 Jan 2020 Cabinet	Issue: Adoption of the International definition of Antisemitism Decision: Cabinet to adopt the definition and additional policy changes and training			Tom Rutland Tel: 01823 359221
FP/19/10/02 First published: 4 October 2019	10 Feb 2020 Cabinet	Issue: Decision to conclude the award of a contract for the provision of highway improvements at Toneway Creech Castle junction. Decision: The decision is to enter into a contract with the preferred contractor for the construction of the highways scheme to improve the Toneway Creech Castle junction.			Sunita Mills, Service Commissioning Manager Tel: 01823 359763
FP/19/10/15 First published: 23 October 2019	10 Feb 2020 Cabinet	Issue: Treasury Management Strategy 2020/21 Decision: To consider the proposed strategy and recommend it to Full Council in February for approval			
fp/19/10/16 First published: 23 October 2019	10 Feb 2020 Cabinet	Issue: Q3 2019/20 Performance Report Decision: To receive the Q3 report on performance, details of management actions and consider any further actions required			Simon Clifford, Customers & Communities Director Tel: 01823359166

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fp/19/10/17 First published: 23 October 2019	10 Feb 2020 Cabinet	Issue: Q3 2019/20 Revenue Budget update Decision: To receive the Q3 revenue budget position and consider any recommendations			
fp/19/10/18 First published: 23 October 2019	10 Feb 2020 Cabinet	Issue: Q3 2019/20 capital investment programme update Decision: To receive the Q3 budget position and consider any recommendations			
FP/19/10/14 First published: 23 October 2019	10 Feb 2020 Cabinet	Issue: Medium Term Financial Plan 2020/21 - 2022/23 Revenue Budget Decision: To consider the proposed MTFP 2020/21+, council tax precepts and revenue budget proposals			
FP/19/10/16 First published: 23 October 2019	10 Feb 2020 Cabinet	Issue: Capital Investment Programme 2020/21-2022/23 Decision: To consider the proposed capital programme and recommend it to Full Council for approval			